Health and Wellbeing Consultation and News Update: To South Kent Coast Health and Wellbeing Board 25 November 2014

CONSULTATION

- 1. Kent's Emotional Wellbeing Strategy for Children, Young People and Young Adults (0-25)
- Kent County Council: 15 October 2014
- Closes: 05 January 2015
- KCC are seeking views on the principles set out in Part 1 of the draft strategy as well as thought on how the principles can be put into practice within a Delivery Plan (which will form Part 2) of the strategy. Part 1 of the draft strategy sets out four key outcomes: Early Help; Access; Whole family approach; Recovery and transition. A fifth overarching outcome will centre on promoting emotional well-being.
- 2. Pharmaceutical Needs Assessment for Kent
- Kent County Council: 05 November 2015
- Closes: 05 January 2015
- On 1st April 2013, statutory responsibility for publishing and updating a statement of the need for pharmaceutical services passed to Health and Wellbeing Boards. The Boards must ensure Pharmaceutical Needs Assessments (PNAs) for their local area are updated and published by April 2015.
- PNAs are used by the NHS to decide whether to approve applications for new pharmacies in an area and by commissioners to identify local health needs that could be addressed by pharmacy services.
- This draft PNA describes the needs for the population of Kent, with more detailed assessments produced for each Clinical Commissioning Group locality.

NEWS

- 1. GPs to bid for share of £100m 'access' fund
- NHS England has launched the application process for the second wave of The Prime Minister's Challenge Fund for GPs to bid for a share of £100m to improve and extend access to GP services for patients.
- Over 7 million patients across England will benefit from the first wave of 20 pilot schemes, covering over 1,100 GP practices, with new services and increased access.
- A series of webinars is scheduled to help practices develop proposals. This is an opportunity to share lessons learnt from Wave 1 which will help inform GP Wave 2 pilot applications. The webinar will include a presentation from Dr Robert Varnam, Head of General Practice Development, and followed by an open Q&A time. The webinars are scheduled for:
 - o 11 November 19:00-20:00
 - o 19 November 10:00-11:00
 - o 09 December 16:00-17:00
 - o 17 December 09:00-10:00
- Applications open 29 October 2014 until 17:00 **16 January 2015**. Bids will need to serve a minimum population of 30,000.

2. Feeling under the weather campaign launched

- A campaign to persuade people to seek advice early from their pharmacist if they are feeling unwell has now launched. The <u>'feeling under the weather'</u> campaign, commissioned by NHS England, particularly encourages older people and those with respiratory conditions, to nip health problems in the bud by seeking early advice from their local pharmacist.
- By encouraging people to get help earlier, the NHS hopes to reduce the number of patients who become seriously ill this winter. For further information visit <u>www.nhs.uk/asap</u>

3. GP practices to expand online services for patients

• NHS England has launched an interactive <u>Patient Online Support and Resources Guide</u> to help general practices deliver patient services online. Developed in partnership with the Royal College of

General Practitioners, it provides practical tools on implementing a range of online services including booking appointments and ordering repeat prescriptions.

- As set out in the Five Year Forward View published last month, the NHS is committed to embracing technology as a way to deliver efficient care which responds to what patients want.
- The majority of GP practices already offer appointment booking and ordering of repeat prescription online. During the coming year, practices will increasingly expand online services to include giving patients access to their own summary information held in GP records and, by April 2015, all practices will offer these services – a requirement of the 2014/15 General Medical Services (GMS) and Personal Medical Services (PMS) contracts.

4. NHS 5-year plan launched

- The NHS in England needs extra money and drastic changes to services if care is not to suffer. A <u>five-year plan</u> unveiled by six national bodies highlighted that an annual £30bn shortfall would open up by 2020. It said changes, such as breaking down the barriers between GPs and hospitals, would help plug the gap. However, an extra £8bn a year would still be needed at the end of the period to maintain quality services.
- As part of the NHS Forward View plan, the CEO of NHS England said he wants the NHS to cut the cost of obesity, smoking, alcohol misuse and other preventable diseases by giving NHS funding to companies to offer staff incentives to lose weight, giving volunteers discounts on their council tax, getting GPs to prescribe weight-loss programmes and encouraging councils to clamp down on junk food.

5. Merger date for health and social care

- The care minister, Norman Lamb, has announced plans for health and social care budgets to be pooled by 2018. He said the current format of "divisional" funding "made no sense" and the <u>Better Care</u> <u>Fund</u> was a step towards a full merger.
- Lamb said he wants to encourage the development of integrated care organisations with the acute hospital coming together with primary care, mental health and community services with agreements to share the risks and rewards of more effective joint working. However, he said that it should be up to local areas to decide how this merged budget is spent, and who commissions the services. There could be no single model imposed from the centre, such as the creation of a National Health and Care Service.
- Lamb also drew attention to increase the personalisation of the health service and greater collaboration, which could lead to the creation of single personal budgets covering both NHS and care in a single personal service.

6. East Sussex £2.6m integrated social care deal

- East Sussex Council has signed a £2.6m contract to implement and maintain a new holistic social care system with the potential for it to roll out across other local councils. Liquidlogic has been awarded 10-year agreement to implement an integrated social care management system, with the option for other councils to acquire the technology
- Valued between £2.3m and £2.6m, the contract will cover East Sussex Council's operations. However, the council said it was obliged to refer to Brighton and Hove City Council, Hampshire County Council, Kent County Council, Surrey County Council and West Sussex County Council within tender documentation for the agreement in case of their future participation.

7. Care.data goes ahead with CCG pilot

- NHS England's controversial care.data programme has finally entered a testing phase. Four CCG areas (Leeds, Somerset, West Hampshire and Blackburn (including Darwen) are helping to develop the programme by testing communication strategies, though none of the groups are extracting patient data at this time.
- The four CCGs will test a variety of communication methods to inform patients of the scheme, including further leaflets, addressed letters, as well as emails and texts from participating surgeries.
- NHS England said it wants to explain the benefits and risks of sharing data, as well as making clear patients' right to opt out from the care.data scheme. However, it told Computer Weekly there was no timeline in place for the full roll-out of the scheme.

- The scheme was originally due to start earlier this year, but a series of reports about sensitive patient data being sold to commercial organisations led to the launch being put back by six months in February 2014. Critics argued that the NHS had failed to educate the public about the scheme, leading to a security fears over personal data, as well as criticism that the scheme should be opt-in, rather than opt-out. In May, NHS England abandoned its plan to roll out the care.data, patient records-sharing scheme this autumn.
- Campaign group MedConfidential has said, at this is point, there are still a number of fundamental issues to be resolved and that the public still doesn't know exactly what GPs and patients in the four CCGs will be told, or if every patient will be written to directly with an [opt-out] form.
- Experts say that if a large number of people decide to opt out of the care.data programme this could negatively affect the quality of the datasets.

8. New service to deliver better care in Kent

- Kent County Council has launched (1 October 2014) a new way of working after trials led to reduced waiting times, faster referrals and a more efficient service in adult social care. The council's new Older People and Physical Disability service will also be easier to access.
- During the coming months the service will gradually roll out increased access from 8am to 8pm, seven days a week, including Bank Holidays, with current Out of Hours cover continuing.
- A pilot 'model office', designed to cut duplication and streamline services, was set up in **Dover** and, after seeing real benefits to service users and staff, it was introduced across the county.
- The changes have led to:
 - A more consistent service and reduced waiting times
 - o 20% reduction in time spent on paperwork, freeing up staff for frontline work
- The new service is expected to save £3.69m this year.
- Last year, Kent became one of the Government's Integration Pioneers and the changes to the council's adult social care services are essential, as the council works with partners in the NHS to integrate health and social care.
- The current social care teams have been combined in new Adult Community Teams in four areas which are aligned to the boundaries of the Clinical Commissioning Groups. As well as delivering crucial efficiencies, the new structure will make it easier to create an improved integrated service which provides for all the person's health and social care needs.

9. Mental health waiting time limits

- The government has announced that <u>waiting time targets</u> for people with mental health problems in England are to be introduced for the first time. Bringing treatment for mental health problems on a par with physical health will end years of discrimination. There will also be £120 million to improve mental health services.
- From 1 April 2015 (to be fully implemented by April 2016), the new waiting time standards will be as follows:
- 75% of people referred for talking therapies for treatment of common mental health problems like depression and anxiety will start their treatment within 6 weeks and 95% will start within 18 weeks
- at least 50% of people going through their first episode of psychosis will get help within 2 weeks of being referred – bringing it into line with consultations for cancer. The aim is to increase this percentage in future years.

10. Independence for commissioning support units put on hold

 HSJ reports that NHS England has paused the plans for CSUs to become independent by 2016. Guidance expected this summer will not now be released until 2015, probably after the general election.

11. Better care fund plans approved

- Health Service Journal (HSJ) reports on the first five areas to receive official approval for their plans: Greenwich, Nottinghamshire, Reading, Sunderland, and Wiltshire.
- The plans are aiming for less than the 3.5% reduction in emergency admissions set out in national guidance. For example, Sunderland is aiming for 0.8%, but 15% from 2016-17 onwards. Reading is aiming for 2.8%, identified as very ambitious as it already has very low levels of emergency admission.

 HSJ also points to the comments made by providers (a required part of plans) which are all sceptical that the targets will be reached. All plans intend to pool more than the minimum requirement of £25 million. For example, Sunderland is planning to pool up to £170 million.

PUBLICATIONS

GENERAL

- 1. South Kent Coast CCG: Annual Report Summary 2013/14
- The 20-page summary represents a condensed version of full report (published in April 2014), and has been designed to be as accessible and clear as possible. The summary gives details about the CCG' business model, financial overview and patient engagement strategy and it also provides an explanation of the governing body and how it works.
- 2. Funding healthcare: making allocations to local areas
- National Audit Office: October 2014
- This report finds that there is wide variation in the extent to which £79 billion in central funding
 allocated to local health bodies differs from target allocations that are based on relative need. In 201415, over three-quarters of local authorities, and nearly two-fifths of CCGs, are more than five
 percentage points above or below their fair share of funding per person. It makes recommendations
 towards ways in which funding could be allocated in a way to help reduce health inequalities.
- 3. <u>Clinical Commissioning Group Outcomes Indicator Set (CCG OIS)</u>
- The Health and Social Care Information Centre (HSCIC): October 2014
- The CCG Outcomes Indicator Set (OIS) data tracks the quality of health services and patient outcomes at a CCG level. The areas that are covered by the OIS contribute to the five domains of the NHS Outcomes Framework and support CCGs in driving local improvements.
- 4. Care.data: a guide for the voluntary and community sector
- Regional Voices: October 2014
- This briefing sets out what care.data is and how it will impact on citizens when it is introduced
 nationally in 2015. It outlines the benefits and risks of the project and what individuals need to do, if
 they do not want their personal data to be included in the project. The guide is intended to help
 voluntary and community organisations discuss the issues that care.data raises with people they
 support, so that citizens can make an informed choice about whether to be involved.

COMMISSIONING

- 5. Commissioning for Value: Pathways on a Page
- The <u>Pathways on a Page</u> packs released 06 November 2014 are the latest in a series of Commissioning for Value support offers for clinical commissioning groups (CCGs).
- The first packs <u>published in October 2013</u> contained information on a range of improvement opportunities, helping each CCG identify where it could focus its efforts, by comparing spend and outcome data with that of its peers. This new pack provides in depth 'pathways on a page' for 13 patient conditions, within those programmes that were most commonly identified as offering the greatest potential improvements last year. To support work towards <u>Parity of Esteem</u>, two mental health pathways for common mental health disorders and psychosis have also been included.
- Commissioning for Value is a partnership between NHS England, <u>Public Health England</u> and <u>NHS</u> <u>Right Care</u>. It is about identifying priority areas which offer the best opportunities to improve healthcare for populations – improving the value that patients receive from their healthcare and improving the value that populations receive from investment in their local health system. It works with the planning round for CCGs and supports the vision for transformation set out in the recent <u>Five Year Forward</u> <u>View</u>.
- While the packs are intended to support commissioners, they will also be of interest to a wider audience. The insights can help everyone engaged in a local health economy shine a shared light on where to focus attention in terms of commissioning decisions, reform, improvement and prevention.

- They are intended to support health communities to take those actions which could have the most positive impact on the value of health care to local people.
- <u>Commissioning for Value: Pathways on a page South Kent Coast CCG</u>
- 6. <u>Commissioning intentions 2015/16 for prescribed specialised services</u>
- NHS England: October 2014
- This document serves as notice to all providers of specialised services in England of changes and priorities for the coming year for the specialised services to be commissioned by NHS England, as well as some services for which <u>commissioning responsibility will move to CCGs</u>.
- 7. The Voluntary and Community Sector and Localised Health Commissioning
- Regional Voices: 03 October 2014
- This report highlights the difficulties experienced by voluntary and community sector (VCS) organisations in linking with new commissioners, in order to get the issues of their beneficiaries addressed. These difficulties were found to be more pronounced for organisations with a larger geographic footprint, which need to deal with more than one set of commissioners. It argues for the need for policy discussion around how best to remove barriers and design the partnerships, incentives, contracts and other mechanisms that would enable VCS organisations to make contributions towards local commissioning.

8. LGA: Integration and the Better Care Fund

- The concept of integrated care has developed as a response to fragmented delivery of health and social care services in some parts of the current health and care system.
- The Better Care Fund (BCF) is one of a number of initiatives through which the integration of care and support will be achieved. This resource provides information on the key national programmes for health and wellbeing boards, local authorities and their partners in the health and voluntary sectors.

9. CCGs to co-commission specialised health services

• NHS England has produced proposals for extending the role of CCGs in commissioning specialised health services, indicating it was not appropriate that CCGs were not involved in commissioning important local services such as radiotherapy, or chemotherapy. A small number of highly specialised services should still be commissioned centrally, a small number could be commissioned solely by CCGs, the bulk would be co-commissioned – in partnership rather than transferring budgets.

HEALTHIER SKC

10. Cold Weather Plan for England 2014

- PHE, LGA and NHS England: 24 October 2014
- The plan aims to prevent the major avoidable effects on health during periods of cold weather in England by alerting people to the negative health effects of cold weather, and enabling them to prepare and respond appropriately. See also: <u>Keep warm keep well</u>
- Weather experts have warned that Britain is set to be gripped by the coldest winter for a century. This year's big chill is expected to start next week as temperatures plunge to minus 4C.

11. National Health Screening

- Science and Technology Committee: 29 October 2014
- The report warns that the risks and benefits of participating in screening programmes, for conditions and diseases like cancer, are not consistently communicated by either the NHS or private health care providers. It is calling on the Government to ensure that a standardised process to produce screening information is introduced and that better communications training is provided to health care professionals.

12. From evidence into action: opportunities to protect and improve the nation's health

- PHE: 23 October 2014
- In this document Public Health England publishes 7 priorities for the next 5 years:
 tackling obesity particularly among children
 - reducing smoking and stopping children starting

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- o reducing harmful drinking and alcohol-related hospital admissions
- o ensuring every child has the best start in life
- o reducing the risk of dementia, its incidence and prevalence in 65-75 year olds
- o tackling the growth in antimicrobial resistance
- o achieving a year-on-year decline in tuberculosis incidence
- 13. Making every contact count taking every opportunity to improve health and wellbeing
- LGA: October 2014
- Making every contact count is an approach to improving health and reducing health inequalities developed by the NHS and local government. Every contact with a customer should be seen as an opportunity to encourage healthier lifestyle choices. But tackling sensitive issues such as weight loss, smoking cessation or alcohol abuse requires expertise, confidence and knowledge in order to deliver the message effectively.
- 14. Natural solutions for tackling health inequalities
- UCL Institute of Health Equity: October 2014
- This report highlights the evidence of the benefits of green spaces to health and wellbeing outcomes, and the inequalities in use of, and access to, natural environments across England. It finds that these inequalities contribute to health inequalities. It also proposes ways to improve access and use of green space, in order to improve health equity.

15. Careless eating costs lives

- 2020health: 12 October 2014
- This report argues for a 5-10 year cross-sector strategy to be put in place in order to tackle the obesity crisis. Covering both education and regulation, the report grasps the extent of the obesity explosion and sets out the essential responses to halting progression and reversing the drastic effects of overweight on individual health, employment, social care and the wider economy.

16. Local Tobacco Control Profile for England: November 2014

- PHE: 04 November 2014
- The data are presented in an interactive data tool that allows users to view data in a user-friendly format. The profiles provide a snapshot of the extent of tobacco use, tobacco related harm, and measures being taken to reduce this harm at a local level. These profiles have been designed to help local government and health services to assess the effect of tobacco use on their local populations.

17. <u>Alcohol, drugs and tobacco joint strategic needs assessment support pack</u>

- PHE: 01 October 2014
- Support pack to help local areas develop JSNAs and local joint health and wellbeing strategies that
 address public health issues relating to alcohol, drug and tobacco use. The support pack, reviewed
 and updated annually, consists of eight resources covering young people's substance misuse and
 adult alcohol, drug and, for the first time in 2014, tobacco use. For each topic area there are good
 practice prompts to support local areas to assess need and to plan and commission effective services
 and interventions.
- **18.** <u>Delivering alcohol IBA: broadening the base from health to non-health contexts: review of the literature and scoping</u>
- Alcohol Research UK:
- There is good evidence for the effectiveness of alcohol IBA (identification and brief advice) services in
 primary care and hospital settings. This briefing explores the evidence for broadening out alcohol IBA
 services to non-healthcare settings such as criminal justice settings or community-based services such
 as pharmacies.
- **19.** <u>Healthier Lives: Diabetes, Hypertension and NHS Health Check</u>
- PHE: October 12014
- A major new online tool from PHE showing the prevalence and treatment of diabetes and high blood pressure, and in the provision of the NHS Health Check across the country.

• The interactive 'heat map' includes information on prevalence of the conditions and their complications, levels of care provided and the quality of care achieved in each area by local authority (LA), clinical commissioning group (CCG) and general practice, compared to the England average.

20. Health and wellbeing board briefings: Diabetes

- Diabetes UK: October 2014
- These four briefings are for health and wellbeing board members and set out what Boards can do to
 prevent diabetes and improve the lives of people living with the condition. The briefings provide an
 overview of prevalence and impact of diabetes; how diabetes should be addressed in JSNAs; what
 health and wellbeing boards can do to improve prevention; and what health and wellbeing boards can
 do to promote integrated diabetes care.

21. Liver Disease Profiles

- PHE: October 2014
- These profiles contain data which reveal the geographic variation in mortality of patients with liver disease across the country. Over 90% of liver disease is due to 3 main preventable and treatable risk factors: alcohol, hepatitis B and C, and obesity.

22. Does Worker Wellbeing Affect Workplace Performance?

- BIS: October 2014
- This report provides a review of the information on employee wellbeing and its impact on workplace performance. It looks at:
 - how wellbeing in the workplace is measured and defined
 - o what employee and job characteristics influence wellbeing in the workplace
 - o what employer practices have the greatest positive impact on workplace wellbeing
 - the evidence linking employee wellbeing and business performance

23. Everybody active, every day: a framework to embed physical activity into daily life

- PHE: 23 October 2014
- 'Everybody active, every day' is a national, evidence-based approach to support all sectors to embed physical activity into the fabric of daily life and make it an easy, cost-effective and 'normal' choice in every community in England. PHE has co-produced the framework with over 1,000 national and local leaders in physical activity and is calling for action from providers and commissioners in: health, social care, transportation, planning, education, sport and leisure, culture, the voluntary and community sector, as well as public and private employers.
- 'Everybody active, every day' is part of the cross-government <u>'Moving More, Living More'</u> campaign for a more active nation as part of the 2012 Olympic and Paralympic Games legacy.

24. Guide to online tools for valuing physical activity, sport and obesity programmes

- PHE: October 2014
- There are a number of online tools published that help the user to perform calculations to make the case for investment in the promotion of physical activity and/or the prevention of obesity. This guide summarises the available online tools and provides advice on which tool to use in which situation. The briefing will be useful to local authority practitioners wishing to make an assessment of health benefits in order to guide planning and investment decisions. This is likely to include health and social care professionals; sport and physical activity providers and planners; and transport professionals.

CHILDREN & YOUNG PEOPLE

- 25. Children's and adolescents' mental health services and CAMHS
- Health Select Committee: 05 November 2014
- The report concludes that there are serious and deeply ingrained problems with the commissioning and provision of children's and adolescents' mental health services.

26. Troubled families: supporting health needs

• DoH; DCLG and PHE: 05 November 2014

• These documents will help health teams to support the health needs of troubled families and work with local councils.

27. Child poverty basket of local indicators

- DforE: 30 September 2014
- This data tool brings together indicators of child poverty as identified by the Child Poverty Unit. It is
 designed to allow the comparison and analysis of data from different local authorities (LAs) and regions
 in England. LAs and their partners can use this information to help them publish an assessment of the
 needs of children living in poverty in their area. They are legally required to do this by the <u>Child Poverty
 Act 2010</u>.

28. Children with special educational and complex needs: guidance for health and wellbeing boards

- DoH: September 2014
- The Children and Families Act 2014 introduces a new statutory requirement for local services to work together when providing care and support for children and young people with special educational needs and disabilities. Health and wellbeing boards are responsible for overseeing the implementation of the new requirement, ensuring that local services are fulfilling their role and that children are getting the care they need. This document provides guidance and advice for health and wellbeing boards on how best to oversee the implementation of changes made by the act.
- 29. Young person's guide to the Children and Families Act 2014
- DofE: 30 September 2014
- Summary of the main changes and provisions of the act and how they may affect children and families.

MENTAL HEALTH AND WELLBEING

- 30. Helping the police to support people with vulnerabilities
- Home Office: 23 October 2014
- Booklet advises on new or improved ways the police can deal with people with mental health problems, learning disabilities or drug misuse issues.
- 31. Achieving Better Access to Mental Health Services by 2020
- DOH: 08 October 2014
- Sets out national waiting time standards from April 2015 and plans to provide better access to mental health services over the next 5 years.
- From April 2015, the following will be guaranteed:
 - treatment within 6 weeks for 75% of people referred to the Improving Access to Psychological Therapies programme, with 95% of people being treated within 18 weeks
 - o treatment within 2 weeks for more than 50% of people experiencing a first episode of psychosis
- **32.** <u>Guidance for developing a local suicide prevention action plan: information for public health staff in local authorities</u>
- PHE: 01 October 2014
- The development of a local suicide action plan is recommended by government and supports the 2012 strategy <u>'Preventing Suicide in England. A Cross Government Outcomes Strategy to save Lives'</u>. This document advises local authorities how to: develop a suicide prevention action plan; monitor data, trends and hot spots; engage with local media; work with transport to map hot spots and work on local priorities to improve mental health.

33. Dementia Revealed – what primary care needs to know

- NHS England has published a new dementia toolkit aimed at helping GPs make the early diagnosis of this crippling condition and, importantly, what they can do in terms of that vital post-diagnostic support.
- The tool intended as an educational tool aimed at GPs and practice nurses who have no previous experience of diagnosing and treating dementia. CCGs are encouraged to promote the tool among GPs.

HEALTH AND SOCIAL CARE

34. Care and support statutory guidance

- DoH: 23 October 2014
- The guidance associated with the Care Act set out how the Act will work in practice when the first phase of the reforms comes into effect next year. There is also an easy read summary of the guidance: <u>Making sure the Care Act works</u>.
- These documents relate to the parts of the care and support reforms that come into effect in April 2015.
 DoH has also published its response to the consultation including proposed final regulations.
- 35. Provider handbooks for adult social care services
- Care Quality Commission (CQC): October 2014
- The CQC has confirmed how it will regulate, inspect and rate care homes and community adult social care in England. CQC has issued documents called 'handbooks', which will help care providers to understand how they will be assessed and rated from now on. Specialist teams, including trained members of the public, will inspect services, unannounced, against what matters most to the people who use them – are they safe, caring, effective, responsive to their needs, and well-led.

36. Cracks in the pathway

- Care Quality Commission (CQC): October 2014
- This review into the care provided to people living with dementia found an unacceptable gap in the quality of care that means people are at risk of experiencing poor care as they move between care homes and hospitals. It also highlighted poor practices in sharing information between health and care professionals and the benefits of supporting the mental and physical health of individuals in order to reduce avoidable admissions to hospital and unnecessary long stays in hospital.

37. The state of health care and adult social care in England 2013/14

- Care Quality Commission (CQC): 16 October 2014
- This report analyses the state of care in England. It focuses on safety, leadership, effectiveness and care. The report also looks at the responsiveness of services within: adult social care; hospitals, mental health care and community health services; primary medical services and integrated care.

38. Cause for concern

- QualityWatch: 11 October 2014
- This is the second annual statement published by QualityWatch, a joint programme from the Health Foundation and the Nuffield Trust.
- The report offers an independent assessment of the current quality of NHS health and social care services in England and finds that while care quality has improved since a decade ago, the last year has seen progress in some areas slow down or begin to reverse.

Healthwatch

39. Loud and clear: making consumer voices heard

- Healthwatch: October 2014
- Annual report which details the progress on work that has been made so far over 2013/14 in raising concerns for patients and users of health and social care services.