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3	1	'Health is all about people. Beyond the glittering surface of modern technology, the core space of every healthcare system is occupied by the unique encounter between one set of people who need services and another who have been entrusted to deliver them. This trust is earned through a special blend of technical competence and service orientation, steered by ethical commitment and social accountability, which forms the essence of professional work. Developing such a blend requires a lengthy period of education and a substantial investment of both student and society. Through a chain of events flowing from effective learning to high-quality services to improved health, professional education at its best makes an essential contribution to the wellbeing of individuals, families and communities.'	The Commission on education of Health Professionals for the 21st Century, Health professionals for a new century [first published in the Lancet], 2010 http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(10)61854-5/abstract
3	2	'Health care depends on people — nurses, porters consultants and receptionists, scientists and therapists and many others. We can design innovative new care models, but they simply won't become a reality unless we have a workforce with the right numbers, skills, values and behaviours to deliver it'.	NHS England et al, Five Year Forward View, 2014 https://www.england.nhs.uk/ourwork/futurenhs/
6	3	To achieve the required level of expertise, professional training can take more than a decade in the NHS.	Health Education England, Workforce plan for England. 2015/16, 2015 https://www.hee.nhs.uk/our-work/planning-commissioning/ workforce-planning
10	4	Healthcare is subject to disruption and we must actively plan for uncertainty. Examples include: The discovery of an infective cause of peptic ulceration.	Professor Des Gorman [Health Workforce New Zealand], Personal Communication, 2014
10	5	'The only thing we know about the future is that it will be different.' Peter Drucker	P. Drucker, Management: Tasks, Responsibilities, Practices, 1973
11	6	Mobile phone subscribers (1999) Approx. 19.5 million in UK - 33% of population.	Ofcom, The UK Market, 1999 [Accessed December 2016]





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11	7	Mobile phone subscribers (now) Forecast of more mobile subscribers than people in the world.	BBC, Mobiles 'to outnumber people next year', says UN agency, 9th May 2013 http://www.bbc.co.uk/news/technology-22464368
11	8	Households with internet access (1999) – 13% UK.	ONS, Internet access - households and individuals - dataset, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/ householdcharacteristics/homeinternetandsocialmediausage/datasets/internetaccesshouseholdsandindividualsreferencetables
11	9	Households with internet access (2013) is 83%.	ONS, Internet Access – Households & individuals, 2013 http://www.ons.gov.uk/ons/rel/rdit2/internet-accesshouseholds-and-individuals/2013/index.html
11	10	The headcount of NHS staff in (1999) was 1,098,348.	HSCIC, NHS Staff - 1999-2009, Non-medical, 2010 http://content.digital.nhs.uk/catalogue/PUB01004
11	11	The headcount of NHS staff in 2013 was 1.4 million. The number of NHS staff is taken from the HSCIC. The latest figures (as at 30th Sept 2013 – published 25th March 2014). The full figure is 1,364,165 – see http://www.hscic.gov.uk/catalogue/ PUB13724/nhs-staf-2003-2013-over-rep.pdf. The actual figure may be considerably higher as this does not include all staff doing NHS funded work in the private and voluntary sector (e.g. high street and independent pharmacies).	Health and Social Care Information Centre, NHS Workforce: Summary of staff in the NHS: Results from September 2013 Census, 2014 http://content.digital.nhs.uk/catalogue/PUB13724/nhs-staf- 2003-2013-over-rep.pdf
11	12	There were 15 million Twitter users in the UK in 2013.	Social Media Today, UK Social media statistics for 2014, 6th Jan 2014 http://socialmediatoday.com/kate-rose-mcgrory/2040906/uk-social-media-statistics-2014





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12	13	In 1999 there were 99 Health Authorities across England.	ONS, Which authorities are alike?, Population Trends 98. Winter 1999 http://www.ons.gov.uk/ons/rel/population-trends-rd/population-trends/no98winter-1999/index.html
12	14	The government published 'Saving lives: our healthier nation' and set targets in priority areas.	DH, Saving lives: Our Healthier Nation, 1999 http://webarchives.gov.uk/+/www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4118614
12	15	1999 Health Committee report: 'Future NHS staffing requirements'.	DH, Future staffing requirements: the government's response to the Health Committee's report on future staffing requirements, 1999 https://www.gov.uk/government/publications/department-of-health-future-staffing-requirements
12	16	Significant concern expressed that areas of the NHS may be affected by the year 2000 ('millennium') bug, and legal experts warn that NHS trust bosses could be open to manslaughter charges if computer chips (such as those embedded in life support systems) fail and cause fatalities.	Computing, NHS 'manslaughter' risk from Y2K bug, 5th August 1997 http://www.computing.co.uk/ctg/feature/1833612/nhs-manslaughter-risk-y2k-bug BBC, UK millennium bug 'disaster' warning, 26th May 1999 http://news.bbc.co.uk/1/hi/uk/352873.stm
13	17	There is a greater consensus that this is necessary and NHS England retain this as one of their recently published ambitions. However, it remains controversial and difficult to implement locally. Particular examples of where specialist services have been centralised included the creation of specialist stroke centres (over half of all patients now suffering from a stroke are admitted to a specialist centre).	Royal College of Physicians, Sentinel Stroke National Audit Programme - Public report, 2016 https://www.strokeaudit.org/results/Clinical-audit/National- Results.aspx





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13	18	There has been a huge growth in the availability of self-screening kits (kits are now available to test for cholesterol, bowel cancer, prostate cancer and diabetes amongst others). There has also been a huge growth in the number of people using the internet for health purposes. In 2016, 51% used it for health related information.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016
13	19	This is technologically possible, and is happening in some areas but not systematically or at scale. There have been numerous trials based around telehealth, some suggesting that they may lead to a 20% reduction in A&E attendance, with a cost saving over approximately £188 per year for each patient involved in the trial – but this has yet to be realised at scale.	The Nuffield Trust, The impact of telehealth on use of hospital care and mortality: A summary of the first findings from the whole system demonstrator trial. Research summary, 2012 https://www.nuffieldtrust.org.uk/research/the-impact-of-telehealth-on-use-of-hospital-care-and-mortality
13	20	The use of health checks has been introduced and continues to grow although take up is still relatively low. In 2015/16, of over 15 million people eligible for a health check, only 18.8% were offered one and less than half of those offered a check took up the option.	NHS Healthcheck, Explore NHS Healthcheck data [Accessed December 2016] http://www.healthcheck.nhs.uk/commissioners_and_providers/data/
14	21	Life expectancy at birth in 1999 was approximately 75 years.	Index Mundi, United Kingdom Life Expectancy at birth, [Accessed December 2016] http://www.indexmundi.com/facts/united-kingdom/life-expectancy-at-birth
14	22	Tom's life expectancy is 79.	ONS, National Life Tables, United Kingdom: 2012–2014, 2015 http://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/lifeexpectancies/bulletins/nationallifetablesunitedkingdom/2015-09-23
14	23	Tom's children's life expectancy could be over 100 years.	ONS, One third of babies born in 2013 are expected to live to 100, 2013 http://www.ons.gov.uk/ons/rel/lifetables/historic-and-projected-data-from-the-period-and-cohort-life-tables/2012-based/sty-babies-living-to-100.html





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21	24	Many organisations may struggle to visualise a view longer than 10 years but planning for success into the longer term (20-30 years) is important to meet the predicted healthcare needs of a changing demography.	Royal Pharmaceutical Society, Call for Evidence submission for Strategic Framework, 2014





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22	25	UK population grew by 15.5% between 1981 and 2015.	ONS, Population Estimates for UK, England and Wales, Scotland and Northern Ireland: mid-2015, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015
22	26	The older population continues to grow, with over 11.6 million (17.8% of the population) aged 65 and over and 1.5 million (2.3% of the population) aged 85 and over in mid-2015. Since mid-2005, the UK population aged 65 and over has increased by 21%, and the population aged 85 and over has increased by 31%. The number of males aged 85 and over has increased by 54% since mid-2005, compared to a 21% increase for females.	ONS, Population estimates for UK, England and Wales, Scotland and Northern Ireland: mid – 2015, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015
22	27	The UK population is projected to grow by approximately 10% to 71 million between 2014 and 2029.	ONS, National Population Projections: 2014-based statistical bulletin, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletins/nationalpopulationprojections/2015-10-29
22	28	The percentage of the population in the UK that is over 85 has more than doubled in the past three decades from 1.1% of the population in 1981 to 2.3 % in 2014.	ONS, Ageing of the UK population, 2015 http://ons.gov.uk/ons/rel/pop-estimate/population-esti- mates-for-ukengland-and-walesscotland-and-northern- ireland/mid-2014/sty-ageing-of-the-uk-population.html
22	29	The number of people aged over 85 in the UK is projected to increase to 3.6 million by 2039 and the number of centenarians is projected to rise nearly 6 fold, from 14,000 at mid-2014 to 83,000 at mid-2039. This increase in the numbers of older people means that by mid-2039 more than 1 in 12 of the population is projected to be aged 80 or over.	ONS, National Population Projections: 2014-based statistical bulletin, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletins/nationalpopulationprojections/2015-10-29





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23	30	When the NHS was founded in 1948, 48% of people died before the age of 65. In 2014, only 14% died before 65.	Kings Fund, Making our health and care systems fit for an ageing Population, 2014 p1 http://www.kingsfund.org.uk/publications/making-our-health-and-care-systems-fit-ageing-population
23	31	Average UK life expectancy is now 79 years for males and 83 years for females.	ONS, National Life Tables, United Kingdom: 2012–2014 - statistical bulletin, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/lifeexpectancies/bulletins/nationallifetablesunitedkingdom/2015-09-23
23	32	At least one third of babies born today are expected to live to see 100.	ONS, One third of babies born in 2013 are expected to live to 100, 2016 http://visual.ons.gov.uk/what-are-your-chances-of-living-to-100/
23	33	By 2039 over 1 in 12 of the population will be over the age of 80.	ONS, National Population Projections: 2014-based Statistical Bulletin, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletins/nationalpopulationprojections/2015-10-29
23	34	In 2010, there were 2.5 million people over 65 with care needs.	House of Lords Committee on Public Service and Demographic Change, Ready for Ageing, 2013 http://www.parliament.uk/business/committees/committees-a-z/lords-select/public-services-committee/report-ready-for-ageing/
23	35	According to one estimate there will be over a million additional people receiving unpaid care over the 2015-2035 period.	Govt Office for Science, Future of an ageing population, 2016 p83 https://www.gov.uk/government/publications/future-of-an-ageing-population





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24	36	When the NHS was created in 1948 there were 144,000 members of staff.	BBC, How many staff does the NHS need?, 2015 http://www.bbc.co.uk/news/health-32535859
24	37	The NHS in England currently employs around 1.3 million staff in over 300 different organisations. The number of NHS staff is taken from the NHS Digital website. The actual figure may be higher as this does not include all staff doing NHS funded work in the private and voluntary sector (e.g. high street and independent pharmacies).	NHS Digital, Workforce [Accessed December 2016] http://content.digital.nhs.uk/workforce
24	38	In the decade to 2014 the consultant medical workforce grew by 44%.	HEE, Workforce Plan for England. Proposed Education and Training Commissions for 2016/17, 2016 https://hee.nhs.uk/our-work/planning-commissioning/workforce-planning
24	39	Our 2016/17 Workforce Plan identifies 50,000 doctors and dentists as currently being in training with over 38,000 new training opportunities being put in place for nurses, scientists and therapists.	HEE, Workforce Plan for England. Proposed Education and Training Commissions for 2016/17, 2016 https://hee.nhs.uk/our-work/planning-commissioning/workforce-planning
24	40	In 2014 female GPs outnumbered male GPs for the first time and increased from 47% in 2011 to 52% in 2015	GMC, The state of medical education and practice in the UK report: 2016, 2016 http://www.gmc-uk.org/publications/somep2016.asp
24	41	Although there may be some evidence that the increases in the numbers of women joining the medical profession is beginning to slow, the number of women joining UK medical schools still continues to outnumber men. Recent figures show that, in 2014, 55% of medical students were female (although this has reduced from a peak of 61% in 2003). 57% of all doctors in training are female.	GMC, The state of medical education and practice in the UK report: 2016, 2016 http://www.gmc-uk.org/publications/somep2016.asp





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25	42	The average age at which nursing students currently register is 29 compared with just 20 in the 1960s.	NHS Employers, Extending Working Life. Annex 6: Audit of research relating to impacts on NHS employees. Report on Findings - May 2013, 2013 http://www.nhsemployers.org/your-workforce/need-to-know/working-longer-group/preliminary-findings-and-recommendations-report-for-the-health-departments
25	43	41% of community nurses, health visitors and district nurses are over 50 years old.	NHS Employers, Your Ageing Workforce – An infographic from the Working Longer Group, 2015 http://www.nhsemployers.org/~/media/Employers/Publications/WLG%20infographic%202015.pdf HSCIC, NHS Workforce Statistics in England, Non-medical staff – 2004-2014 – Table 4.2, 2015 http://www.hscic.gov.uk/catalogue/PUB16933
25	44	In 2015 48% of the nursing workforce was aged 45 or older, compared to 38% in 2010	RCN, Unheeded warning: health care in crisis: the UK nursing labour market review, 2016 https://www.rcn.org.uk/professional-development/publications/pub-005779
25	45	The average age of the NHS workforce is now 43 – and is projected to increase further in the future.	Your ageing workforce - An infographic from the NHS Working Longer Group, June 2015 http://www.nhsemployers.org/~/media/Employers/Publications/WLG%20infographic%202015.pdf From: 2. HCHS staff, NHS Employers estimates, September 2013
25	46	Fewer than 30% of NHS employees in the UK are part-time until the age of 55, but this increases rapidly thereafter to 50% by age 60. Over a third of people who are aged over 50 would like to either reduce their hours or undertake flexible working.	NHS Employers, Your ageing workforce - an infographic from the Working Longer Group, 2016 http://www.nhsemployers.org/case-studies-and-resourc-es/2016/07/your-ageing-workforce-the-vital-statistics NHS Employers, Extending Working Life. Annex 6: Audit of research relating to impacts on NHS employees. Report on Findings - May 2013, 2013 http://www.nhsemployers.org/your-workforce/need-to-know/working-longer-group/preliminary-findings-and-recommendations-report-for-the-health-departments





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25	47	As the workforce gets older the proportion of part time workers may increase, depending on other economic factors. Across the wider economy, women aged over 60 and men aged over 65 are more likely to work part time, rather than full time.	RCN, Unheeded warning: health care in crisis: the UK nursing labour market review, 2016 https://www.rcn.org.uk/professional-development/publications/pub-005779 Government Office of Science, Future of an ageing population, 2016 https://www.gov.uk/government/publications/future-of-an-ageing-population
26	48	Inflow and outflow of nurses and midwives from the UK (1995/6 – 2015/6).	RCN, Unheeded warnings – health care in crisis: The UK nursing labour market review, 2016 p10 https://www.rcn.org.uk/professional-development/publications/pub-005779
27	49	According to one projection, a significant increase in demand for the work of the paid and voluntary and unpaid workforce across the whole health, social care and public health system could be anticipated through to 2035. Most of the demand for which is likely to be for skills which would fall into the unpaid, voluntary and unregistered workforce categories.	CfWI. Horizon 2035 - Future Demand for skills - interim findings, 2015 http://www.cfwi.org.uk/publications/horizon-2035-future-demand-for-skills-initial-results
27	50	The UK population is projected to grow by approximately 10% to 71 million between 2014 and 2029.	ONS, National Population Projections: 2014-based statistical bulletin, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationprojections/bulletins/nationalpopulationprojections/2015-10-29
28	51	Patients in the NHS are now receiving personalised care based on their DNA code. Two families have been diagnosed with rare conditions as part of a project at Newcastle Hospitals and University that used an analysis of their genomes – the complete set of people's genes – to properly understand the health issues they are experiencing. They will now receive effective, personalised treatment, as well as helping prevent future generations who share their DNA from suffering a life of uncertainty about similar symptoms	DH, First patients diagnosed through genome sequencing, 2015 https://www.gov.uk/government/news/first-patients-diagnosed-through-genome-sequencing





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29	52	The first computer was invented by Charles Babbage in 1833.	W. Harris, Who invented the computer? How Stuff Works [Accessed Nov 2014] http://science.howstuffworks.com/innovation/inventions/who-invented-the-computer.htm
29	53	Computation, storage and connectivity have improved hugely both in terms of cost and capability compared with a few decades ago.	PWC, Tech breakthroughs megatrend: how to prepare for its impact, 2016 https://www.pwc.com/kr/ko/publications/industry/tech-breakthroughs-megatrend.pdf
29	54	The speed of progress in an era of the '4th Industrial revolution' has not been witnessed before. Current breakthroughs are now developing at an exponential, rather than linear speed.	World Economic Forum, The Fourth Industrial revolution, what it means and how to respond, 2016 https://www.weforum.org/agenda/2016/01/the-fourth-industrial-revolution-what-it-means-and-how-to-respond/
29	55	In 2016, 41.8 million adults (82%) in Britain accessed the internet every day, compared with 16.2 million (35%) in 2006.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016
29	56	The largest increases in recent internet use have been seen in the older age groups, particularly for women aged over 75, where there has been a 169% increase since 2011.	ONS, Internet Users in the UK: 2016, 2016 https://www.ons.gov.uk/businessindustryandtrade/itandin- ternetindustry/bulletins/internetusers/2016
29	57	In 2016, 75% of adults had accessed the internet "on the go", using a mobile phone or smartphone, portable computer or handheld device. Almost all adults aged 16-24 (97%) have accessed the internet 'on the go' compared with only 33% of those aged 65 years and over.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/ householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016





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29	58	On one estimate the number of internet enabled devices will reach over 26 billion, serving 4 billion users.	World Economic Forum, In fact, by 2020, there will be over 26 billion Internet-connected devices and over 4 billion global Internet users, 2016 http://reports.weforum.org/global-information-technology-report-2016/
29	59	In a global ranking of countries best placed to take advantage of new information technologies the UK has maintained a top 10 place.	World Economic Forum, Global Information Technology Report 2016, 2016 http://reports.weforum.org/global-information-technology- report-2016/
30	60	Banking, airline services and service industries have used technology and innovation to re-engineer the whole service, re-casting the roles of and relationship between the consumer and professional (e.g. ATMs and online booking for flights and holidays).	Investopia, Banking has changed – What does it mean for consumers?, November 9th 2010 http://www.investopedia.com/financial-edge/1110/top-signs-its-time-to-switch-banks.aspx Business Insider, 10 tech innovations that changed the way we travel, November 7th 2013 http://www.businessinsider.com/10-tech-innovations-that-changed-the-way-we-travel-2013-11?IR=T HSL, Mobile technology helping travel industry, [Accessed December 2016] http://www.hslmobile.com/mobile-technology-helping-travel-industry
30	61	In the airline industry 70% of flights are booked online and 71% of travellers compare more than one website before purchasing. A paper ticket was once a critical 'trusted' travel document, yet today around 95% of tickets are issued digitally as e-tickets.	National Information Board, Personalised Health and Care 2020, 2014 https://www.gov.uk/government/publications/ personalised-health-and-care-2020 IATA Global Passenger Survey (2013). Available from: http://www.iata.org/publications/store/Pages/global-passenger-survey.aspx





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31	62	In a recent multi-centre Trust survey 92.6% of the doctors and 53.2% of nurses found their smartphone to be 'very useful' or 'useful' in helping them to perform their clinical duties, while 89.6% of doctors and 67.1% of nurses owning medical apps were using these as part of their clinical practice.	Mobasheri MH et al, The ownership and clinical use of smartphones by doctors and nurses in the UK: a multicentre survey study, 2015 http://innovations.bmj.com/content/early/2015/10/08/bmjinnov-2015-000062.full
32	63	Six out of ten people are likely to develop a disease that is at least partly genetically determined – but it is still rare for someone to have their genome sequenced.	Kings Fund, Future Trends Overview, 2012 http://www.kingsfund.org.uk/time-to-think-differently/publications/future-trends-overview
32	64	Sequencing an individual's genome is one of the foundations of precision health and is fast becoming financially viable: we have seen exponential advances in technology that have transformed the cost of sequencing an individual's genetic information from more than £2 billion in 1990 to around £750 in 2016.	King's Fund, What if every patient were to have their genome mapped?, 2016 https://www.kingsfund.org.uk/reports/thenhsif/what-if-every-patient-were-to-have-their-genome-mapped/
32	65	Near patient testing, outside of the hospital setting has the potential for significant benefits for patients and the NHS, such as helping to reduce referrals, increase efficiency and positively impact on costs, all helping to improve outcomes.	Nuffield Trust, The future of pathology services, 2016 http://www.nuffieldtrust.org.uk/publications/future-pathology-services
32	66	Into the future, the use of implantable sensors and remote monitoring could help us detect health and disease biomarkers in real time, and when taken together with other data, could help more precisely locate the optimum personalised choices for the patient.	Health Education England Genomics Education Programme, Genomics and the future of everyday healthcare, 2016 https://www.genomicseducation.hee.nhs.uk/news/ item/276-genomics-and-the-future-of-everyday-healthcare
33	67	Currently face-to-face contact accounts for nearly 90% of all healthcare interactions.	NHS England, National Pathology Programme. Digital First: Clinical Transformation through Pathology Innovation, 2014 p11 http://www.england.nhs.uk/wp-content/uploads/2014/02/pathol-dig-first.pdf





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33	68	The number of health apps which can be downloaded exceeds 165,000.	The Nuffield Trust, The digital patient: transforming primary care, 2016 http://www.nuffieldtrust.org.uk/digital-patient
			Underlying ref: Aitken M and Lyle. IMS Institute for Healthcare Informatics. Patient adoption of mHealth: Use, evidence and remaining barriers to mainstream acceptance., 2015 www.imshealth.com/files/web/IMSH%20Institute/Reports/Patient%20Adoption%20of%20mHealth/IIHI_Patient_Adoption_of_mHealth.pdf
33	69	There was 118% growth in the UK between 2014-2015 in the sales of wearables . In the coming year an expected 9 and 8% will buy or upgrade a fitness band or smartwatch respectively in Britain.	The Nuffield Trust, The digital patient: transforming primary care, 2016 http://www.nuffieldtrust.org.uk/digital-patient Mintel, Brits step up to wearable technology: sales of fitness bands and smartwatches up 118% in 2015, 2016 Mintel. http://www.mintel.com/press-centre/technology-press-centre/brits-step-up-to-wearable-technology-sales-of-fitness-bands-and-smartwatches-up-118-in-2015
33	70	The individual and their home could be the centre of care, using technology to access and supplement formal care throughout the pathway. One survey showed that 78% of patients had booked appointments online with 76% finding it easy to book them.	Ipsos Mori, Public perceptions of the NHS and Social Care Tracker survey. Winter 2013 wave, 2014 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/298223/NHS_Winter_Tracker_Survey_2013.pdf The Nuffield trust:, The Digital Patient: Transforming Primary Care, 2016 http://www.nuffieldtrust.org.uk/digital-patient





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33	71	Nanomedicines are used globally to improve the treatments and lives of patients suffering from a range of disorders including ovarian and breast cancer, kidney disease, fungal infections, elevated cholesterol, menopausal symptoms, multiple sclerosis, chronic pain, asthma and emphysema. The nanomedicines that are currently available are overcoming some of the difficulties experienced by normal medical approaches in delivering the benefit from the drug molecules used.	British Society for Nanomedicine, What is nanotechnology and what is nanomedicine? [Accessed Nov 2015] http://www.britishsocietynanomedicine.org/what-is-nanomedicine.html
		Another important area of nanotechnology and nanomedicine is diagnostics. By studying and identifying individual molecules, it is possible to diagnose disease in time to improve the prognosis for the patient.	
33	72	Technologies in development, such as smartpills and nanobots, could pave the way (within a decade), for fewer invasive procedures, with benefits for recovery and cost reduction.	McKinsey, Unlocking the potential of the internet of things, 2015 http://www.mckinsey.com/business-functions/digital- mckinsey/our-insights/the-internet-of-things-the-value-of-digitizing-the-physical-world
33	73	There is increasing optimism that nanotechnology (the science of technology of small things) applied to medicine and dentistry will bring significant advances in the diagnosis, treatment, and prevention of disease.	Health Education England, Ian Cumming's Brief 13/11/15 2015
37	74	Also, adults with a higher level of qualifications were less likely to be smokers. Only 9% of those with a degree were smokers compared to 19% overall.	NHS Digital, Statistics on smoking 2016, 2016 http://content.digital.nhs.uk/catalogue/PUB20781
39	75	In the UK Government's Autumn statement, forecast economic activity to Q3 2016 grew 2.3%. OBR forecasts for GDP for 2017 and 2018 put the figure at 1.4% and 1.7% respectively.	HM Treasury, Autumn Statement 2016, 2016 https://www.gov.uk/government/publications/autumn- statement-2016-documents/autumn-statement-2016





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39	76	The world economy is projected to grow at an average of just over 3% per annum in the period 2014 – 2050, doubling in size by 2037 and nearly tripling by 2050. New emerging economies like Mexico and Indonesia are projected to be larger than the UK and France by 2030 (in PPP terms) while Turkey could become larger than Italy. Nigeria and Vietnam could be the fastest growing large economies over the period to 2050.	PWC, The World in 2050 – Will the shift in global economic power continue? , 2015 http://www.pwc.com/gx/en/issues/the-economy/assets/world-in-2050-february-2015.pdf
39	77	The long-term trend has seen the NHS take an increasing share of income since the 1950s, and spending on long term care has been predicted to double or even treble across all OECD countries by 2050.	King's Fund, Spending on health and social care over the next 50 years Why think long term?, 2013 p ix, 3 https://www.kingsfund.org.uk/time-to-think-differently/publications/spending-health-and-social-care-over-next-50-years
40	78	50 years ago, the NHS consumed 3.4% of GDP (net spending grew by an average of 4% pa between 1955-2011). In 2015 health spending accounted for 9.8% of GDP.	King's Fund, Spending on health and social care over the next 50 years: Why think long term?, 2013 p ix, 3 https://www.kingsfund.org.uk/time-to-think-differently/publications/spending-health-and-social-care-over-next-50-years OECD, OECD Health Statistics 2016, 2016 http://www.oecd.org/els/health-systems/health-statistics.htm
40	79	The UK Office for Budget Responsibility's latest health and long term care projections suggest healthcare spending could rise from 6.2% in 2020-21 to 8.0% by 2065-66.	OBR, Fiscal Sustainability analytical paper - Fiscal sustainability and public spending on health, 2016 http://budgetresponsibility.org.uk/fsr/fiscal-sustainability-analytical-papers-july-2016/
40	80	Studies from bodies such as the OECD, the IMF and the European Commission all envisage a level of health spending which will grow at a faster rate than the growth in GDP over the long term, with similar trends forecast for many other advanced economies.	OBR, Fiscal Sustainability analytical paper - Fiscal sustainability and public spending on health, 2016 http://budgetresponsibility.org.uk/fsr/fiscal-sustainability-analytical-papers-july-2016/





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40	81	Workforce accounts for the majority of spend (around two thirds of providers' expenditure) so the whole way in which we plan, recruit, reward and retain staff is likely to come under greater scrutiny.	The Health Foundation, Staffing matters, funding counts, 2016 http://www.health.org.uk/publication/staffing-matters-funding-counts
41	82	The use of antibiotics has been an essential component of 20th and 21st century medicine, allowing the treatment of severe, life-threatening, infections and stopping minor infections progressing uncontrollably. Antibiotics allow major surgery to take place with a much reduced risk of infection, and, together with drugs, which suppress the immune system, have made organ transplantation possible.	DH, Annual Report of the Chief Medical Officer 2011: Volume Two - Infections and the rise of antimicrobial Resistance,2013 https://www.gov.uk/government/publications/chief- medical-officer-annual-report-volume-2
41	83	Resistance to current antibiotics has increased steadily since they were introduced in the 1930s and 1940s and the new ones currently in development are not thought to be able to combat the most dangerous forms of AMR bacteria. Without the ability to use effective antibiotics for the prevention and treatment of infection, interventions such as organ transplantation and chemotherapy (among others) will carry greater risks.	WHO, Factsheet on Antibiotic Resistance, 2016 http://www.who.int/mediacentre/factsheets/antibiotic-resistance/en/
41	84	From a workforce perspective, it is likely that health workers of the future will need to strike an increasingly delicate balance between reducing the threat of increased resistance, and providing timely and appropriate treatment of bacterial infections. It is also likely that the future workforce will need to develop skills and knowledge to deal the re-emergence of diseases which once were thought of as eradicated or easily treatable (e.g. tuberculosis). Healthcare staff will also need to develop vital skills in public and patient education and awareness.	DH, Annual Report of the Chief Medical Officer 2011: Volume Two - Infections and the rise of antimicrobial Resistance,2013 https://www.gov.uk/government/publications/chief- medical-officer-annual-report-volume-2
42	85	Temperatures have been increasing by around 0.25% per decade since the 1960s. The heat-wave of 2003 resulted in over 2000 excess deaths across England and Wales with particular impact on people over 75.	HPA, Health Effects of Climate Change in the UK, 2012 https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/371103/Health_Effects_of_Climate_Change_in_the_UK_2012_V13_with_cover_accessible.pdf





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42	86	Measuring the health effects from climate change can only be very approximate. Nevertheless, a WHO assessment, taking into account only a subset of the possible health impacts, and assuming continued economic growth and health progress, concluded that climate change is expected to cause approximately 250 000 additional deaths per year between 2030 and 2050; 38 000 due to heat exposure in elderly people, 48 000 due to diarrhoea, 60 000 due to malaria, and 95 000 due to childhood undernutrition	WHO, Climate change and health Factsheet no 266, updated September 2015 http://www.who.int/mediacentre/factsheets/fs266/en/
44	87	We are moving away from a 20th century model with its outdated divisions of hospital based practice and of 'health' and 'social' care towards a 21st century system of integrated care, where clinicians work closely together in flexible teams, formed around the needs of patients and not driven by professional convenience or historic location'.	RCGP, The 2022 GP: A Vision for General Practice in the future, 2013 http://www.rcgp.org.uk/campaign-home/~/media/Files/ Policy/A-Z-policy/The-2022-GP-A-Vision-for-General- Practice-in-the-Future-NHS.ashx
44	88	In 2001, of the 256,218 full-time equivalent (FTE) qualified nursing workforce, 14.5% were designated as working in community services with 54.1% in acute, elderly and general services. In 2014, these had risen to 15.6% and 55.3%, showing that there has been no significant shift between the two.	NHS Digital, NHS Workforce Statistics in England, Non-medical staff – 2004-2014, As at 30 September, 2015 http://content.digital.nhs.uk/catalogue/PUB16933 RCN, Community Nursing Workforce in England, 2012 https://www.rcn.org.uk/about-us/policy-briefings/pol-0912
45	89	So when considering drivers of change, we need to recognise some of the obstacles, such as the bricks and mortar within which healthcare is currently provided. Currently, there are across England: 154 Acute trusts 209 Clinical commissioning groups 11,674 Community pharmacies 56 Mental Health Trusts 7,674 GP practices 34 Community providers 10 Ambulance trusts 853 for-profit and not-for-profit independent sector organisations Over 220 hospices	NHS Confederation, Key Statistics on the NHS [Accessed December 2016] http://www.nhsconfed.org/resources/key-statistics-on-the-nhs Hospice UK, Infographic: summary page, 2015 https://www.hospiceuk.org/media-centre/facts-and-figures NHS Digital, General Pharmaceutical Services in England – 2006/07 to 2015/16, 2016 http://www.content.digital.nhs.uk/catalogue/PUB22317





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46	90	Between 1959 and 1990, the number of hospitals fell from 2138 to 1185. Between 1990-1994, 245 were closed including 60 acute and 14 maternity.	European Observatory on Health systems and policies, United Kingdom (England): Health system review. Health Systems in Transition, 13 (1) 2011 http://www.euro.who.int/en/about-us/partners/observatory/publications/health-system-reviews-hits/full-list-of-country-hits/united-kingdom,-england-hit-2011 Figures are taken from Harrison and Prentice (1996) cited on p169
46	91	Of 223 short term stay hospitals in 1997, 112 had merged by 2006.	CMPO, Can governments do it better? Merger mania and hospital outcomes in the English NHS. Working Paper No. 12/281, 2012 p3 http://www.bris.ac.uk/cmpo/publications/papers/2012/wp281.pdf
46	92	Smaller hospitals will have new options to help them remain viable, including forming partnerships with other hospitals further afield, and partnering with specialist hospitals to provide more local services.	NHS England et al, Five Year Forward View, 2014 https://www.england.nhs.uk/ourwork/futurenhs/
46	93	In some services there is a compelling case for greater concentration of care.	NHS England et al, Five Year Forward View, 2014 https://www.england.nhs.uk/ourwork/futurenhs/
46	94	The future will see far more care delivered locally but with some services in specialist centres, organised to support people with multiple health conditions, not just single diseases.	NHS England et al, Five Year Forward View, 2014 https://www.england.nhs.uk/ourwork/futurenhs/
47	95	With a total yearly investment of more than £11 billion, community services make up approximately 10% of the NHS budget. Care closer to home can be effective: the Department of Health's Whole System Demonstrator study reported a 24% fall in elective admissions, a 14% reduction in bed days, a 21% drop in emergency admissions, a 45% reduction in mortality and a fall of 15% in A&E visits as a result of delivering care at or closer to home.	NHS Digital, Community Information Data Set, [Accessed December 2016] http://content.digital.nhs.uk/comminfodataset NHS Confederation, Transforming local care – community healthcare rises to the challenge. Community Health Services briefing no 158, 2013 http://www.nhsconfed.org/~/media/Confederation/Files/Publications/Documents/Transforming-local-care.pdf





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47	96	Latest information shows that most deaths (47%) occur in NHS hospitals, with around 23% occurring at home, 22% in care homes, 6% in hospices and 2% elsewhere.	National End of Life Care Intelligence Network, Number and proportion of deaths by place of occurrence - last updated 1st December 2016 [Accessed December 2016] http://www.endoflifecare-intelligence.org.uk/data_sources/place_of_death
47	97	A VOICES survey of bereaved relatives shows that most of them (81%) believed that the deceased family member had wanted to die at home.	ONS, national survey of bereaved people [VOICES] 2015 https://www.ons.gov.uk/releases/nationalsurveyofbereaved- peoplevoices2015
48	98	In 2014 in England and Wales, 2.3% of women giving birth did so at home, unchanged since 2012.	ONS, Birth characteristics in England and Wales: 2014, 2015 https://www.ons.gov.uk/peoplepopulationandcommunity/birthsdeathsandmarriages/livebirths/bulletins/birthcharacteristicsinenglandandwales/2015
48	99	In a recent CQC survey, 60% of all women said that they were offered a choice of hospital, 39% were offered the option of a home birth,41% said that they were offered the choice of giving birth in a midwife-led unit or birth centre and 18% in a consultant led unit. 16% of women felt that they were not offered any choices. This shows an improvement on previous figures.	CQC, Maternity Services survey 2015, 2015 http://www.cqc.org.uk/content/maternity-services- survey-2015
48	100	The NHS Diabetes Prevention Programme has now started, which has so far provided an initial 20,000 places available across 27 areas in England. By 2020 the programme will be in place across the country.	NHS England, NHS Diabetes Prevention programme, [Accessed December 2016] https://www.england.nhs.uk/ourwork/qual-clin-lead/diabetes-prevention/
48	101	A broader concept of wellness and an understanding risk profiles can provide integrated care across a wider multidisciplinary team. With 58% of adults and 73% of children visiting an NHS dentist in a 24 month period, dentistry offers a unique setting to offer brief interventions through screening for early diagnosis of conditions such as diabetes whilst the patients are still healthy.	Postgraduate Dental Dean, Health Education North West, Call for Evidence submission for Strategic Framework Refresh 2015, June 2015





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48	102	Type 2 diabetes now accounts for just under 9% of the overall NHS budget each year.	NHS England, Diabetes Prevention Programme (DPP), [Accessed December 2016] https://www.england.nhs.uk/ourwork/qual-clin-lead/diabetes-prevention/
51	103	'What's important to me at the moment is to maintain my quality of life and expand on it in the future. There are a lot of things I would like to do. Hopefully live independently, maybe to start off in some sort of sheltered accommodation.'	National Voices, Care and Support Planning guide, [Accessed December 2016] http://www.nationalvoices.org.uk/node/1303
51	104	The NHS in England currently employs around 1.3 million staff in over 300 different organisations. The number of NHS staff is taken from the NHS Digital website. The actual figure may be higher as this does not include all staff doing NHS funded work in the private and voluntary sector (e.g. high street and independent pharmacies).	NHS Digital, Workforce [Accessed December 2016] http://content.digital.nhs.uk/workforce
52	105	In 1988, the average waiting times for elective procedures were over 40 weeks.	House of Commons Health Committee, Public Expenditure on Health and Personal Social Services. Memorandum received from the Department of Health containing Replies to a Written Questionnaire from the Committee, 2006 [Table 64] http://www.publications.parliament.uk/pa/cm200506/cmselect/cmhealth/1692-i/1692-i.pdf
52	106	Despite improvements, the quality of care can vary depending on which hospital a person is treated in by whom and when. For example one year survival rates for cancer are over 10% higher in some CCG areas than in others.	Cancer Research UK, Achieving world-class cancer outcomes: a strategy for England 2015-2020, 2015 p8 http://www.cancerresearchuk.org/about-us/cancer-strategy-in-england
53	107	Four out of ten respondents to a national survey were able to recall being offered a choice of hospital or clinic for an initial outpatient appointment, while 92% of respondents who had recalled being offered a choice of hospital or clinic indicated that they were able to attend their preferred choice.	NHS England, Populus Summary - NHS England & Monitor, Outpatient Appointment Referrals - July 2015, 2015 https://www.england.nhs.uk/wp-content/uploads/2015/09/ monitor-nhse-outpatient-appointments-summary.pdf





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53	108	The first programme of inspections with ratings for NHS providers in acute services, mental health and community services has now been completed by the CQC. However the 'Care and Quality gap' is identified as one of three which would risk opening up if the Five Year Forward View vision is not achieved.	CQC, The state of health care and adult social care in England 2015/16, 2016 p10 http://www.cqc.org.uk/content/state-of-care NHS England et al, NHS Five Year Forward View, 2014 https://www.england.nhs.uk/ourwork/futurenhs/
54	109	Prior to the implementation of the Working Time Directive (WTD) junior doctors were working 80+ hours per week. Since the directive's full implementation, junior doctors are limited to working an average of 48 hours per week.	Centre for Medical Education Research, Durham University, The Impact of the Working Time Regulations on Medical Education and Training: Final Report on Primary Research. A Report for the General Medical Council, 2012 http://www.gmc-uk.org/The_Impact_of_the_Working_ Time_Regulations_on_Medical_Education_and_Training Final_Report_on_Primary_Research.pdf_51157039.pdf
54	110	One survey showed that 73% of pharmacists work full-time, the remainder working part-time, though this varies between settings. For pharmacists, jobs in primary care were more likely to be part-time.	General Pharmaceutical Council, Registrant Survey 2013 initial analysis, 2013 p4 http://www.pharmacyregulation.org/sites/default/files/gphc_registrant_survey_2013_initial_analysis.pdf
54	111	Recent evidence shows that the numbers of women who have children and who work Less Than Full Time (LTFT) are significantly fewer in hospital and surgical specialties, than is the case in General Practice, although with the growing proportion of female doctors within the NHS, an expectation of more widespread establishment of LTFT posts across medicine is to be expected.	S. Lachish et al, Factors associated with less-than-full-time working in medical practice: results of surveys of five cohorts of UK doctors, 10 years after graduation, Human Resources for Health, 2016 https://human-resources-health.biomedcentral.com/articles/10.1186/s12960-016-0162-3
54	112	Currently, no more than 30% of the workforce works part-time before the age of 55. This rises to 50% by 60 and 80% by 65.	NHS Employers, Extending Working Life. Annex 6: Audit of research relating to impacts on NHS employees. Report on Findings - May 2013, 2013 http://www.nhsemployers.org/your-workforce/need-to-know/working-longer-group/preliminary-findings-and-recommendations-report-for-the-health-departments





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54	113	The demand for part-time working will increase as the age profile of our staff rises. The average age of NHS staff is 43 and is currently rising. One prediction being that the mean age will be 48 by 2023.	NHS Employers, Extending Working Life. Annex 6: Audit of research relating to impacts on NHS employees. Report on Findings - May 2013, 2013 http://www.nhsemployers.org/your-workforce/need-to-know/working-longer-group/preliminary-findings-and-recommendations-report-for-the-health-departments NHS Employers, Your ageing workforce - an infographic from the Working Longer Group, 2016 http://www.nhsemployers.org/case-studies-and-resources/2016/07/your-ageing-workforce-the-vital-statistics
55	114	Surveys suggest one of the biggest causes of anxiety and dissatisfaction is not having enough time to care. In one survey, 86% of nurses reported that on their last shift, at least one of the 13 researched care activities needed was not completed due to a lack of time (with an average of four being missed).	Ball, J et al. 'Care left undone' during Nursing Shifts: associations with workload and perceived quality of care, BMJ Quality and Safety, 2014 http://qualitysafety.bmj.com/content/23/2/116
55	115	Staff are being encouraged to speak up about their concerns.	NHS Improvement, Freedom to speak up: raising concerns policy for the NHS, 2016 https://improvement.nhs.uk/resources/freedom-to-speak-up-whistleblowing-policy-for-the-nhs/





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58	116	"The Future' is already here – it's just not evenly distributed.' William Gibson	The Economist, Broadband Blues, 2001 http://www.economist.com/node/666610
59	117	Analysis suggests that mortality rates for people with serious mental illness (aged under 75) are over three times higher than the rest of the population.	Quality watch, Under-75 mortality in adults with serious mental illness, 2015 [[underlying figures from HSCIC NHS outcomes framework indicator portal] http://www.qualitywatch.org.uk/indicator/under-75-mortality-adults-serious-mental-illness
59	118	Health and Social Care Information Centre (HSCIC) data showed that mortality among mental health service users aged 19 and over in England was 4,008 per 100,000 (83,390 deaths in total) compared to the general population rate of 1,122 per 100,000. (3.6 times the rate of the general population in 2010/11).	NHS England, Five Year Forward View into action, 7. Reducing mortality for people with serious mental illness (SMI) [Accessed December 2016] https://www.england.nhs.uk/ourwork/futurenhs/forward-view/sop/red-prem-mort/smi/
59	119	Whilst the proportion has improved in recent years, only a minority of people with mental health problems (except Psychosis) are receiving treatment.	NHS Digital, Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England, 2014, 2016 http://content.digital.nhs.uk/catalogue/PUB21748
59	120	There is a 6.2 years difference that a man can expect to live in good or very good health when comparing the best and worst figures for areas across England. For women the gap is even bigger at 6.6 years.	ONS, Healthy life expectancy at birth and age 65 by upper tier local authority and area deprivation: England, 2012 to 2014, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthandlifeexpectancies/bulletins/healthylifeexpectancyatbirthandage65byuppertierlocalauthorityandareadeprivation/england2012to2014
59	121	In one systematic review it was found that social isolation, loneliness, and living alone increased the risk of premature death. The increased likelihood of death was 26% for reported loneliness, 29% for social isolation and 32% for living alone.	Holt-Lunstad, J. et al., 2015. Loneliness and Social Isolation as Risk Factors for Mortality: A Meta-Analytic Review. Perspectives on Psychological Science, 10 (2), pp. 227–237. http://pps.sagepub.com/content/10/2/227.abstract





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59	122	In 2013/14, the most deprived people with mental ill health visited A&E 1.8 times more than the least deprived and had 1.5 times more emergency inpatient admissions. In 2013/14, 62 per cent of A&E attendances for those with mental ill health were from people living in the most deprived areas.	People with mental ill health and hospital use, 2015 http://www.qualitywatch.org.uk/focus-on/physical-and-mental-health
59	123	After allowing for factors such as age and gender, three times as many people with learning disabilities die than would be expected when taking in account overall population mortality rates.	Learning Disabilities Mortality Review [LeDeR] programme, Annual report 2015 -16, 2016 http://www.bristol.ac.uk/media-library/sites/sps/leder/LeDeR%20summary%20annual%20report_public%20 facing%20FINAL%20v8.pdf Underlying ref: Glover G, Williams R, Heslop P, Oyinlola J, Grey J. (2016) Mortality in people with intellectual disabilities in England. Journal of Intellectual Disability Research, 2016. http://research-information.bristol.ac.uk/en/publications/mortality-of-people-with-intellectual-disabilities-inengland(fa778e86-66e2-44f0-b891-bf23ba001839).html
59	124	60% of young offenders have been found to have speech, language and communication needs and so cannot access or benefit from any formal learning or support.	Royal College of Speech and Language Therapists, Call for Evidence submission for Strategic Framework Refresh 2015, June 2015
59	125	People from BAME backgrounds are less likely to experience high quality care in the last three months of life, overall and from care homes in particular.	Association of Palliative Medicine, Call for Evidence submission for Strategic Framework Refresh 2015, June 2015
59	126	The independent taskforce on Mental Health reported that there has not been any further narrowing of race inequalities in mental health care since 2010.	NHS England, Mental Health Taskforce, [Accessed December 2016] p13 https://www.england.nhs.uk/mentalhealth/taskforce/





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59	127	Some groups are disproportionately represented in detentions to acute and secure inpatient services, and are affected by long stays. For example, men of African Caribbean ethnic origin are twice as likely to be detained in low secure services than men of white British origin and stay for twice as long in those services on average. This suggests a failure to ensure equal access to earlier intervention and crisis care services.	The independent Mental Health Taskforce to the NHS in England, The Five Year Forward View for Mental Health, 2016 https://www.england.nhs.uk/mentalhealth/taskforce/
60	128	Levels of physical activity and obesity. The current levels of inactivity in the population present a major threat to public health. It has been estimated that physical inactivity contributes to almost one in ten premature deaths from coronary heart disease (CHD) and one in six deaths from any cause. As well as the health burden in the UK, physical inactivity has a significant financial burden. A recent estimate of the cost of physical inactivity to the NHS, puts the figure at £455 million for 2013/14. 66% of men and 56% of women meet the guidelines for physical activity	British Heart Foundation, Physical Activity Statistics 2015, 2015 https://www.bhf.org.uk/~/media/files/publications/ research/bhf_physical-activity-statistics-2015feb.pdf HSCIC, Statistics on physical activity, obesity and diet, 2015 http://content.digital.nhs.uk/catalogue/PUB16988 Public Health England, Physical inactivity – economic costs to NHS CCGs, 2016 https://www.gov.uk/government/publications/physical-inactivity-economic-costs-to-nhs-clinical-commissioning-groups
60	129	Alcohol consumption. In 2014/15 there were 1.1 million estimated admissions related to alcohol consumption - 44% of patients were aged between 55 and 74 - 65% were male and 35% female. Alcohol consumption related deaths in England rose 13% between 2004 and 2014 – the year in which the total was 6,831.	NHS Digital, Statistics on Alcohol - England 2016, 2016 http://content.digital.nhs.uk/catalogue/PUB20999
60	130	Tobacco consumption. The prevalence of cigarette smoking has fallen over the last four decades. In 1974, 46% of the adult population of Great Britain were cigarette smokers compared with 19% of adults in 2014. The difference in smoking prevalence between men and women has decreased considerably since the 1970s. In 1974 there was a ten point difference between men and women, 51% of men smoked cigarettes compared with 41% of women, whereas in 2013 there was a five point difference between them (22% of men compared with 17% of women).	For tobacco consumption: ONS, adult smoking habits in great Britain: 2014, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/ healthandsocialcare/healthandlifeexpectancies/bulletins/ adultsmokinghabitsingreatbritain/2014 ONS, Opinions and lifestyle survey, adult smoking habits in Great Britain 2013, 2013 https://www.ons.gov.uk/peoplepopulationandcommunity/ healthandsocialcare/healthandlifeexpectancies/compendium/opinionsandlifestylesurvey/2015-03-19/adultsmok- inghabitsingreatbritain2013





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62	131	2.5 million in the UK have had a cancer diagnosis.	Macmillan Cancer Support, Key Statistics [Accessed December 2016] http://www.macmillan.org.uk/about-us/what-we-do/evidence/cancer-statistics.html
63	132	Over ¼ of the population (15.4 million) has a long term condition.	DH, Improving the health and wellbeing of people with long term conditions: World class services for people with long term conditions – information tool for commissioners, 2010 http://webarchive.nationalarchives.gov. uk/20130107105354/http://www.dh.gov.uk/prod consumdh/groups/dh digitalassets/@dh/@en/@ps/documents/digitalasset/dh 111187.pdf
63	133	The number of people who have more than one long term condition is projected to rise by 19% to 18m by 2025.	DH, Long term conditions compendium of information: third edition, 2012 https://www.gov.uk/government/publications/long-term-conditions-compendium-of-information-third-edition
63	134	The mortality rate for cancer was 170 people per 100,000 in 2010.	Cancer Research UK, CancerStats – Cancer Mortality projections for all cancers combined [Accessed December 2016] http://www.cancerresearchuk.org/health-professional/cancer-statistics/mortality/projections#heading-One
63	135	In 2030 mortality rates for cancer are expected to reduce further to around 142 per 100,000.	Cancer Research UK, Cancer Stats: Cancer Statistics for the UK [Accessed December 2016] http://www.cancerresearchuk.org/cancer-info/cancerstats/
63	136	There are an estimated 3.8 million people living with diabetes (approximately 90% of which is type 2).	Public Health England, 3.8 million in England now have diabetes, 2016 https://www.gov.uk/government/news/38-million-people-in-england-now-have-diabetes





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63	137	On current rates of obesity, levels of diabetes could rise to 4.9 million by 2035.	Public Health England, 3.8 million in England now have diabetes, 2016 https://www.gov.uk/government/news/38-million-people-in-england-now-have-diabetes
63	138	26% of men and 24% of women are obese.	NHS Digital, Health Survey for England - 2013, 2014 http://content.digital.nhs.uk/catalogue/PUB16076
63	139	Obesity rates could reach 39% for men and 40% of women by 2035	Cancer Research UK and UK Health Forum, Tipping the scales: why preventing obesity make economic sense, 2016 http://www.cancerresearchuk.org/about-us/cancer-news/press-release/2016-01-07-being-overweight-or-obese-could-cause-around-700000-new-uk-cancers-by-2035
63	140	850, 000 people live with dementia in the UK.	Alzheimer's Society, Dementia 2015: Aiming higher to transform lives, 2015 https://www.alzheimers.org.uk/site/scripts/documents-info.php?documentID=2888
63	141	The overall number of people with dementia in the UK is predicted to rise to 1 million by 2021 and to over 2 million by 2051.	Alzheimer's Society, Dementia 2015: Aiming higher to transform lives, 2015 https://www.alzheimers.org.uk/site/scripts/documents_info.php?documentID=2888
63	142	In 2008 1.9 million people had more than one condition.	Department of Health, Improving the health and wellbeing of people with long term conditions: World class services for people with long term conditions – information tool for commissioners, 2010 http://webarchive.nationalarchives.gov. uk/20130107105354/http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/@ps/documents/digitalasset/dh_111187.pdf





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63	143	This has been projected to grow to 2.9 million by 2018.	Department of Health. Long term conditions compendium of information: third edition, 2012 https://www.gov.uk/government/publications/long-term-conditions-compendium-of-information-third-edition
63	144	Around 1.5 million people have a learning disability.	House of Commons Library, Learning disability - policies and issues - research briefing, 2016 http://researchbriefings.parliament.uk/ResearchBriefing/Summary/SN07058#fullreport
63	145	This is projected to have risen by around one per cent per annum between 2008 and 2018.	Department of Health, Healthcare for all, 2008 http://webarchive.nationalarchives.gov. http://www.dh.gov.uk/prod_consum_dh/groups/dh_digitalassets/@dh/@en/documents/digitalasset/dh_106126.pdf
65	146	There are in excess of 165,000 available apps in the area of health. In 2016, 51% of the population have used the internet to find out information about health matters (up from 18% in 2007).	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/ householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016 Nuffield Trust, The digital patient - transforming primary health care, 2016 http://www.nuffieldtrust.org.uk/digital-patient Underlying ref: Aitken M and Lyle, Patient adoption of mHealth: Use, evidence and remaining barriers to mainstream acceptance. IMS Institute for Healthcare Informatics, 2015 www.imshealth.com/files/web/IMSH%20Institute/Reports/Patient%20Adoption%20of%20mHealth/IIHI_Patient_Adoption of mHealth.pdf.





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65	147	Visits to NHS Choices reached 583 million in 2015.	NHS Choices, NHS Choices 2015 traffic report, 2016 http://www.nhs.uk/aboutNHSChoices/aboutnhschoices/how-we-perform/Pages/traffic-reports.aspx
65	148	One estimate puts the figure for the number of people in 2017 downloading apps at 1.7bn and the estimated value of the market in this area is thought to be able to reach over \$100bn by 2022.	PWC, My Health, connected [Accessed December 2016] http://www.pwcmegatrends.co.uk/mylifeconnected/health.html Underlying ref: Medgadget, Global m-health applications market worth \$103.23 billion USD by 2022, 2016 http://www.medgadget.com/2016/02/global-m-health-applications-market-worth-103-23-billion-usd-by-2022.html
65	149	Only 29% of women over 65 from the most disadvantaged social group (DE) have access to the internet compared to 79% from the more socially advantaged AB group.	IpsosMediaCT, Techtracker Q3 2016, 2016 https://www.ipsos-mori.com/researchpublications/publica- tions/1866/Just-over-half-of-females-65-have-accessed-the- internet-over-the-last-three-months.aspx
65	150	25% of disabled adults had never been online.	ONS, Internet users in the UK, 2016 https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/bulletins/internetusers/2016
65	151	Of the 5.3 million adults who had never used the internet in 2016, just over half (2.8 million) were aged 75 and over.	ONS, Internet users in the UK, 2016. https://www.ons.gov.uk/businessindustryandtrade/itandin-ternetindustry/bulletins/internetusers/2016
66	152	For both men and women, the proportion consuming five or more portions per day increased from 2001 (when measurements started) reaching a peak in 2006 at around 28% for men and 32% for women. In 2013, these figures were 25% of men and 28% of women.	NHS Digital, Statistics on Obesity, Physical Activity and Diet - England 2016, 2016 http://content.digital.nhs.uk/catalogue/PUB20562





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66	153	Consumption of fruit and vegetables rises with income levels.	King's Fund, Clustering of unhealthy behaviours over time: implications for policy and practice, 2012 p2 https://www.kingsfund.org.uk/publications/clustering-unhealthy-behaviours-over-time
66	154	The trend suggests some improvement in the general population, but people with no qualifications are five times more likely to engage in three of the four key risk factors (smoking, drinking, diet, physical activity).	King's Fund, Clustering of unhealthy behaviours over time: implications for policy and practice, 2012 p2 https://www.kingsfund.org.uk/publications/clustering-unhealthy-behaviours-over-time
66	155	A review by Durand et al (2014) demonstrates the beneficial impact of Shared Decision Making (SDM) interventions on disadvantaged groups, across various outcomes, and highlights the potential for SDM and related interventions to reduce health inequalities when the intervention is adapted to disadvantaged groups' needs. Clinicians should see SDM as an opportunity to include and empower those who are normally disengaged by using tools and processes that are simple and sufficiently accessible to benefit all groups, and particularly those who are traditionally marginalised.	Durand M-A et al, Do Interventions Designed to Support Shared Decision-Making Reduce Health Inequalities? A Systematic Review and Meta-Analysis. (2014) PLoS ONE 9(4) http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0094670
66	156	'Learning self-management was a revelation to me. It taught me to recognise the triggers and early warning signs that might precede an episode of illness, and what action to take in order to stop it in its tracks. I am now able to work, maintain and enjoy a healthy marriage with my wife and be a good father to my three children. My only regret about self-management is that I didn't discover it earlier.'	National Voices, Care and Support Planning guide, [Accessed December 2016] http://www.nationalvoices.org.uk/node/1303
67	157	The most recent CQC adult inpatient survey showed 11% of respondents felt that they had not been sufficiently involved in decisions about their care and treatment (for people living with a mental health condition or who had a learning disability, these figures were higher, at 17% and 13% respectively).	CQC, Adult inpatient survey - 2015, 2016 p20 http://www.cqc.org.uk/content/adult-inpatient-sur- vey-2015





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67	158	There is a growing consensus that more engaged patients lead to better outcomes and lower costs. Developing approaches such as 'People powered health' and 'Supported self-management' have the potential to deliver substantial savings. Evidence indicates a reduction of around 20% in A&E attendances, planned and unplanned admissions, and outpatient appointments, so we can expect this trend to grow as NHS England and others try to 'push' this model, with 'pull' from certain demographics.	NESTA, The Business Case for People Powered Health, 2013 http://www.nesta.org.uk/sites/default/files/the business case for people powered health.pdf NESTA, People powered health – health for people, by people and with people, 2013 http://www.nesta.org.uk/sites/default/files/health for people by people and with people.pdf
68	159	Patient activation has been defined by Hibbard et al. as: 'patients who are more knowledgeable, skilled and confident about managing their day-to-day health and healthcare'.	See: University of Oregon, UO study highlights important role that patients play in determining outcomes, 2013 http://uonews.uoregon.edu/archive/news-release/2013/2/uo-study-highlights-important-role-patients-play-determining-outcomes
70	160	'Ultimately, in order to really make a difference in improving our nation's health, concerted action will be required, with individuals, families, local communities, local councils, the NHS and government all taking responsibility and working together towards a healthier population.' Duncan Selbie, Chief Executive, Public Health England.	Public Health England, Longer and healthier lives to be the focus of Public Health England, 2013 https://www.gov.uk/government/news/longer-and-healthier-lives
71	161	In 2016, 41.8 million adults (82%) in Britain accessed the internet every day, compared with 16.2 million (35%) in 2006. 51% of all adults had used the Internet to find health information online; among those aged 25 to 44 the rate of use increased to nearly 7 in 10.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016
71	162	3 in 5 people will be carers at some point in their lives. 58% of carers are female and 42% are male. 6.5 million people in the UK are carers and this number continues to rise.	Carers UK, Facts about Carers 2015, 2015 https://www.carersuk.org/for-professionals/policy/policy-library/facts-about-carers-2015





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71	163	Carers UK estimates that we will see a 40% rise in the number of carers needed by 2037 - an extra 2.6 million carers, meaning the carer population in the UK will reach 9 million.	Carers UK, Facts about Carers 2015, 2015 https://www.carersuk.org/for-professionals/policy/policy-library/facts-about-carers-2015
72	164	11% of households have no access to the internet. This increases to 53% where someone over 65 is living alone.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016
72	165	53% of people with dementia felt depressed or anxious recently and 29% do not feel part of their community.	Alzheimer's Society, Dementia 2015: Aiming higher to transform lives, 2016 https://www.alzheimers.org.uk/site/scripts/documents-info.php?documentID=2888
72	166	For those living with Common Mental Disorders (CMDs) recent evidence shows that for those people who have severe symptoms over a third of this group were also living with a chronic physical condition.	NHS Digital, Adult Psychiatric Morbidity Survey: Survey of Mental Health and Wellbeing, England, 2014, 2016 http://content.digital.nhs.uk/catalogue/PUB21748
72	167	Overall, the evidence suggests that at least 30% of all people with a long-term condition also have a mental health problem. By interacting with and exacerbating physical illness, co-morbid mental health problems raise total healthcare costs by at least 45% for each person with a long-term condition and co-morbid mental health problem.	King's Fund (with the Centre for Mental Health), Long Term Conditions and Mental Health, The Cost of Co- Morbidities, 2012 https://www.kingsfund.org.uk/projects/mental-health-and- long-term-conditions-cost-co-morbidity
72	168	1/3 of people with dementia live alone.	Alzheimers Society, Dementia 2013 - the hidden voice of loneliness, 2013 p1 http://www.alzheimers.org.uk/site/scripts/download_info.php?fileID=1677 Citing:Mirando-Costillo et al, People with dementia living alone: what are their needs and what kind of support are they receiving? International Psychogeriatics, 22(4) 607-617 2010





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76	169	Number of Staff diagram.	NHS Workforce Statistics, September 2015, England, Experimental Publication date: March 30, 2016 [Accessed January 2017] http://content.digital.nhs.uk/workforce
76	170	Our 2016/17 Workforce Plan identifies 50,000 doctors and dentists as currently being in training	HEE, Workforce Plan for England. Proposed Education and Training Commissions for 2016/17, 2016 https://hee.nhs.uk/our-work/planning-commissioning/workforce-planning
79	171	The NHS in England currently employs around 1.3 million staff in over 300 different organisations. The number of NHS staff is taken from the NHS Digital website. The actual figure may be higher as this does not include all staff doing NHS funded work in the private and voluntary sector (e.g. high street and independent pharmacies).	NHS Digital, Workforce [Accessed December 2016] http://content.digital.nhs.uk/workforce
79	172	There are 1.55m adult social care jobs in England.	Skills for Care, The state of the adult social care sector and workforce in England, 2016 http://www.skillsforcare.org.uk/NMDS-SC-intelligence/NMDS-SC/Workforce-data-and-publications/State-of-the-adult-social-care-sector.aspx
79	173	There are 6.5m UK Carers.	Carers UK, Facts about carers 2015, https://www.carersuk.org/for-professionals/policy/policy-library/facts-about-carers-2015
79	174	There are 3m volunteers in health and disability organisations.	King's Fund, Volunteering in health and care: Securing a sustainable future, 2013 http://www.kingsfund.org.uk/publications/volunteering-health-and-care





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80	175	2.5 million in the UK have had a cancer diagnosis.	Macmillan Cancer Support, Key Statistics [Accessed December 2016] http://www.macmillan.org.uk/about-us/what-we-do/evidence/cancer-statistics.html
81	176	Shifting care out of hospitals into the home: over half of women now leave hospital within a day of giving birth, compared to just 1/5 in 1989-1990.	European Observatory on Health systems and policies, United Kingdom (England): Health system review. Health Systems in Transition, 13 (1) 2011 http://www.euro.who.int/en/about-us/partners/observatory/publications/health-system-reviews-hits/full-list-of-country-hits/united-kingdom,-england-hit-2011 NHS Digital, Hospital Maternity Activity, 2015-16, 2016 http://www.content.digital.nhs.uk/catalogue/PUB22384
81	177	The day case rate (the proportion of total elective admissions that were day cases) was 82% in September of 2016/17 compared to 66% in 1999-2000.	NHS England, Hospital Activity Time-series, Commissioner based 2016-17, 2016 https://www.england.nhs.uk/statistics/statistical-work-are-as/hospital-activity/monthly-hospital-activity/mar-data/
81	178	Over a quarter of the population now have a Long-term condition (LTC). More and more people have multiple LTCs: this was projected to rise from 1.9 million in 2008 to 2.9 million in 2018.	Department of Health, Long term conditions compendium of information: third edition, 2012 https://www.gov.uk/government/publications/long-term-conditions-compendium-of-information-third-edition
81	179	There is a major mismatch between people's preferences for where they would like to die and their actual place of death: 70% of people would prefer to die at home, yet around 50% currently die in hospital.	Dying Matters, Frequently asked questions, [Accessed December 2016] http://dyingmatters.org/page/frequently-asked-questions
81	180	Development of alternative sources of health advice such as NHS Choices and schemes such as 'Dementia Friends', where people are trained to recognise and respond to the symptoms of dementia.	Dementia Friends [Accessed December 2016] http://www.dementiafriends.org.uk/ NHS Choices [Accessed December 2016] http://www.nhs.uk/Pages/HomePage.aspx





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81	181	In 2007, approximately 18% of adults used the internet to access health information and by 2016, this had risen to 51%; among those aged 25 to 44 the rate of use increased to nearly 7 in 10.	ONS, Internet access - households and individuals: 2016, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/householdcharacteristics/homeinternetandsocialmediausage/bulletins/internetaccesshouseholdsandindividuals/2016
81	182	Over 165,000 health apps are now available.	Nuffield Trust, The digital patient: transforming primary care?, 2016 http://www.nuffieldtrust.org.uk/digital-patient
81	183	One estimate puts the figure for the number of people in 2017 downloading apps at 1.7bn and the estimated value of the market in this area is thought to be able to reach over \$100bn by 2022.	PWC, My Health, connected [Accessed December 2016] http://www.pwcmegatrends.co.uk/mylifeconnected/health.html Underlying ref: Medgadget, Global m-health applications market worth \$103.23 billion USD by 2022, 2016 http://www.medgadget.com/2016/02/global-m-health-applications-market-worth-103-23-billion-usd-by-2022.html
82	184	We know from studies that helping people to help themselves may lead to fewer crises and inpatient admissions for some conditions, whilst others have estimated that for every £100 spent on encouraging self-care, around £150 worth of benefits could be delivered in return.	Health Foundation, Helping people help themselves: A review of the evidence considering whether it is worthwhile to support self-management, 2011 http://www.health.org.uk/sites/default/files/HelpingPeopleHelpThemselves.pdf D. Wanless, Securing our Future Health: Taking a Long-Term View, Final Report, 2002 p50 http://www.yearofcare.co.uk/sites/default/files/images/Wanless.pdf
82	185	The care provided unpaid, by the nation's carers is worth an estimated 132bn per year – broadly equivalent to the total spending on the NHS.	Carers UK, State of Caring 2016, 2016 https://www.carersuk.org/for-professionals/policy/policy- library/state-of-caring-2016





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82	186	We also know that we are not supporting carers to support their family and friends: 29% of carers say that they don't have enough time to focus on their own health, with 58% stating that they did not have support to help them manage with health and wellbeing. This is all the more important when considering that yet other survey data from another study shows a higher likelihood for carers to be living with arthritis, higher blood pressure, long term back problems, diabetes, mobility problems, anxiety and depression.	Good Things Foundation, The Health and Wellbeing of unpaid carers, 2015 https://www.goodthingsfoundation.org/research-publications/health-and-wellbeing-unpaid-carers Carers UK, Facts about Carers, 2015 https://www.carersuk.org/for-professionals/policy/policy-library/facts-about-carers-2015
82	187	A survey of cancer carers showed that 45% of respondents who carry out healthcare related tasks such as infection control and changing dressings, said they had not received any training from healthcare professionals on how to carry these out.	Macmillan Cancer Support, More than four in ten cancer carers doing healthcare tasks get no training, 2015 http://www.macmillan.org.uk/aboutus/news/latest_news/morethanfourintencancercarersdoinghealthcaretasksget-notraining.aspx
82	188	'There are numerous different people involved in my brother and I's care. We are fortunate that we have an excellent Respiratory Nurse Specialist at our local hospital who tries to coordinate the care. However, it is still often our Mum who arranges appointments and chases up results. Many families are not as fortunate to have a Mum that doesn't have to work full time and is able to do this role.'	National Voices, Care and Support Planning guide, [Accessed Nov 2015] http://www.nationalvoices.org.uk/node/1303
82	189	Caring can have a profound effect on people's lives and finances. Figures show that 3 million people have reduced their working hours as a result of their caring responsibilities, with 2 million having given up working altogether. Out of the estimated 6.5 million carers in the UK, an estimated 10% care for someone living with dementia.	Carers UK, Facts about Caring 2015, 2015 https://www.carersuk.org/for-professionals/policy/policy- library/facts-about-carers-2015
84	190	'There has been a cultural and professional change in attitude, mind-set and behaviourwhen I did my training as a clinician some years ago, it was very much the professional who knew best, knew most, led the conversation. Now the person, patient service user knows best and often they lead the relationship and that conversation.' Paul Morrin, Director, Leeds Community Healthcare Trust.	NESTA, People powered health: health for people by people and with people,2013 p20 http://www.nesta.org.uk/publications/health-people-people-and-people





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86	191	'The GP consultation of the future will need to be much more adaptable.'	NESTA, Redefining consultations: changing relationships at the heart of health, 2013 http://www.nesta.org.uk/publications/redefining-consulta-tions-changing-relationships-heart-health
88	192	There are more than 350 different roles within healthcare. There are over 60 different medical specialties.	Health Education England Careers team, Personal Communication, 2016 GMC, Approved specialty and sub-specialty training curricula by Royal College, [Accessed December 2016] http://www.gmc-uk.org/education/approved_curricula_systems.asp
88	193	'Generalists are the undervalued champions of the acute hospital service.'	Future Hospitals Commission, Future Hospital: Caring for medical patients, 2013 https://www.rcplondon.ac.uk/projects/outputs/future-hos- pital-commission
89	194	'When you have a long term and complex health problem, you often have to manage your interactions with your healthcare professionals. Often you find yourself repeating your symptoms, test results, etc. over and over again to different care professionals and sometimes several within the same appointment.' A person with a long-term condition, National Voices: National Voices' guide to care and support planning.	National Voices, Care and Support Planning guide, [Accessed December 2016] http://www.nationalvoices.org.uk/node/1303
90	195	The majority of medical and dental roles defined by disease/ organ specialism. This is less true of other professions, such as art therapists, but, according to the GMC, the UK has more specialisms than other countries.	Shape of Training, Securing the future of excellent patient care: Final report of the independent review led by Professor David Greenaway, 2013 http://www.shapeoftraining.co.uk/reviewsofar/1788.asp GMC, Specialties, sub-specialties and progression through training: the international perspective, 2011 http://www.gmc-uk.org/static/documents/content/Specialties_subspecialties_and_progression_through_training_the_international_perspective.pdf_45500662.pdf





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90	196	Single track career pathways, with few opportunities to diversify without going back to the beginning of the education and training path.	Shape of Training, Securing the future of excellent patient care: Final report of the independent review led by Professor David Greenaway, 2013 http://www.shapeoftraining.co.uk/reviewsofar/1788.asp
90	197	Broader based training with generic based competencies, which feeds multiple professions and facilitates change within careers.	Shape of Training, Securing the future of excellent patient care: Final report of the independent review led by Professor David Greenaway, 2013 http://www.shapeoftraining.co.uk/reviewsofar/1788.asp
91	198	In medicine, individuals choose a specialism and develop their career within this specialism. Non-medical staff may choose a profession and specialise later.	Shape of Training, Securing the future of excellent patient care: Final report of the independent review led by Professor David Greenaway, 2013 http://www.shapeoftraining.co.uk/reviewsofar/1788.asp
91	199	Individuals supported to be more flexible throughout their career, open to innovation and change, broadening rather than just deepening knowledge.	Shape of Training, Securing the future of excellent patient care: Final report of the independent review led by Professor David Greenaway, 2013 http://www.shapeoftraining.co.uk/reviewsofar/1788.asp
91	200	'Learning and training will become of even greater importance as the population ages. Learning throughout our lifetimes will help us to participate for longer in the labour market, build personal and mental resilience and bring health and wellbeing benefits. Lifelong learning brings benefits to individuals, employers and wider society that will be increasingly valuable in an ageing population. Despite this, participation in adult education and training has fallen in recent years.'	Government Office of Science, Future of an Ageing population, 2016 p7 https://www.gov.uk/government/publications/future-of-an-ageing-population
93	201	One year survival rates for cancer are over 10% higher in some CCG areas than in others.	Cancer Research UK, Achieving world-class cancer outcomes: a strategy for England 2015-2020, 2015 p8 http://www.cancerresearchuk.org/about-us/cancer-strate-gy-in-england





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93	202	Staff in hospices were most likely to be rated as always showing dignity and respect to the patient in the last 3 months of life (87% for hospice doctors and 86% for hospice nurses) compared with 60% for hospital doctors and 54% for hospital nurses.	ONS, National Bereavement Survey (VOICES) 2015 – Statistical bulletin, 2016 https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/healthcaresystem/bulletins/nationalsurveyofbereavedpeoplevoices/england2015
93	203	'I don't like the concept of having to go into a home as an alternative. I don't like that at all. I would hate to leave this little flat and I would do anything to organise help to be able to stay and I think a lot of people would be far happier if that was so.'	National Voices, Care and Support Planning guide, [Accessed December 2016] http://www.nationalvoices.org.uk/node/1303
97	204	In a review of barriers to innovation in the NHS by the Young Foundation (2011), one of the key themes that emerged was the need to increase training, education and staff development in this area.	Young Foundation, NHS Chief Executive's Review of Innovation in the NHS Summary of the Responses to the Call for Evidence and Ideas ,2011 http://youngfoundation.org/publications/review-of-innovation-in-the-nhs/
97	205	A study of what patients most value in hospital care found that confidence and trust in providers, and treatment with respect and dignity, are as important to patients' evaluations of their hospital experience as technical expertise.	King's College London & The King's Fund, 'What matters to patients': Developing the evidence base for measuring and improving patient experience, 2011 p10-11 http://webarchive.nationalarchives.gov. uk/20150402164210/http://www.institute.nhs.uk/images/Patient_Experience/Final%20Project%20Report%20 pdf%20doc%20january%202012.pdf
98	206	It is estimated that the NHS in England currently employs over 30,000 staff working in an informatics area, yet we do not currently plan for or develop this crucial professional role, where there is a global, competitive market for their skill, however the independent report of the National Advisory Group on Health Information Technology in England has identified a general lack of workforce capacity amongst the informatics workforce group, both clinical and non clinical.	National Advisory Group on Health Information Technology in England, Making IT work: harnessing the power of health information technology to improve care in England, 2016 https://www.gov.uk/government/publications/using-infor- mation-technology-to-improve-the-nhs NHS Digital, Staff in NHS Trusts and CCGs with a Tertiary Area of Work related to informatics and Clinical Informatics – August 2016, 2016 http://content.digital.nhs.uk/article/4163/2016-Supplemen- tary-information-files





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98	207	This will be important in supporting the work of the Local Digital Roadmaps (LDRs)	NHS England, Local Digital Roadmaps [Accessed December 2016] https://www.england.nhs.uk/digitaltechnology/info-revolution/digital-roadmaps/
98	208	'While there is great enthusiasm for using 'big data' to develop personalised approaches for individual patients ('precision medicine'), provide customised decision support to both clinicians and patients, and create 'learning healthcare systems', today all these goals are more promise than reality. Realising the potential will depend on significant changes through the entire system: changing incentives, far better interoperability, more meaningful data, the availability of analysts with skills in genomics, IT, clinical medicine, and more.'	National Advisory Group on Health Information Technology in England, Making IT work: harnessing the power of health information technology to improve care in England, 2016 https://www.gov.uk/government/publications/using- information-technology-to-improve-the-nhs
100	209	'Health Professionals are the service providers who link people to technology, information, and knowledge. They are also caregivers, communicators and educators, team members, managers, leaders and policy makers. As knowledge brokers, health workers are the human face of the health system.'	The Commission on education of Health Professionals for the 21st Century, Health professionals for a new century [first published in the Lancet], 2010 http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(10)61854-5/abstract