



10 DOWNING STREET
LONDON SW1A 2AA

THE PRIME MINISTER

17 January 2019

Dear Simon

Thank you for your personal leadership of the NHS Long Term Plan.

I know how much hard work went into developing the Plan. I was pleased the chapters were clinically led, and you involved such a broad group of people in the Plan's overall development. The Plan – backed by this Government's historic cash boost – truly sets the direction for the NHS to improve performance, services and outcomes for patients.

It is vital we now get the delivery right. I am delighted you propose to start with good engagement with staff over the coming months on what the Plan means for them. I look forward to seeing the Implementation Framework in April, and its detail on further prioritising and phasing the work so local systems can create plans that are deliverable, yet tailored to their population needs.

In parallel, we must also push further than we have ever done on supporting and developing staff and local NHS leaders, and placing them at the core of delivery. As we have discussed before, I want to see more progress on flexible working. I look forward to seeing this as part of the comprehensive new workforce implementation plan, which will be the foundation for much of the change we need over the coming decade.

I am pleased that you have already begun work with Matt Hancock to deliver the above, and I look forward to updates on your progress.

Thank you once again.

Yours sincerely
R. J.

Mr Simon Stevens

NHS England media coverage Long Term Plan Summary

- **All national newspapers** previewed the launch on Monday 7 January with **eight** front pages and various comment pieces. On Tuesday 8 January all national newspapers covered the Plan and we secured **seven** front pages. There was strong regional coverage on both days.
- We placed two op-eds in the Daily Express and The Times.
- There were 24 separate broadcast packages across all TV channels throughout the day of the launch, including **BBC News, Sky News, Channel 4 News, Channel 5 News, BBC Victoria Derbyshire Show** and **BBC Politics Show**.
- There were 159 separate pieces broadcast across all regional BBC channels and commercial radio stations including **LBC** and other **Global** stations (23 million listeners) on the day of the launch.
- The preview led the Sunday evening 5.30pm **BBC One bulletin** (4.5m viewers) with a package on integration in Somerset.
- Simon Stevens' speech from Alder Hey Children's Hospital was broadcast live on the **BBC News Channel** and **Sky News**.
- Launch day led all **BBC news outlets, Sky** and **ITV**. The Plan was still the lead for the **BBC One, Six and Ten o'clock news** and **ITV evening bulletins**.
- Simon Stevens was interviewed live on **BBC Breakfast** (1.5m viewers), **BBC Radio 5Live** (5m listeners) and **BBC Radio 4 Today Programme** (7.15m listeners) and recorded clips featured in evening news bulletins: **BBC, ITV, C4, C5** and **Sky News**.
- Steve Powis was interviewed live on **Good Morning Britain** (600,000 viewers), **Sky News** at 8.45am and **BBC News, LBC** and **Talk radio**. Clips from all interviews ran throughout the day.
- Trade and other publications also ran online articles throughout the day: **HSJ, BMJ, Pulse, GP Online, Spectator** and **Huffpost**.
- **On social media** the launch collectively received 1.5 million **Twitter** impressions, reached 230,000 **Facebook** users, had 134,000 web views, 15,500 **Periscope** views of Simon Stevens's speech and 10,700 film views of his speech. 18,000 copies of the plan were downloaded.

**RETIRE?
I'VE GOT
FOUR
HOMES
TO RUN!**

**EXCLUSIVE JOAN COLLINS
INTERVIEW** SEE PAGES 20&21



**BRITAIN'S
FAMILIES
PLUNGE
£428bn
INTO DEBT**

SEE PAGES 10&11

NHS FIT FOR 21ST CENTURY

● **Extra £20bn a year to prevent ill health and diagnose disease earlier** ● **But can we find the thousands more doctors and nurses needed?**

AN AMBITIOUS plan to make the NHS fit for the future was launched by health chiefs yesterday. It promises sweeping digital reforms and earlier diagnosis of the major

By Hanna Geissler
Health Reporter
conditions. The report breaks down just how the £20.5billion a year pledged by Theresa May will



be spent until 2029, with claims it will save 500,000 lives in that time. But concerns have been raised

about whether the NHS has enough staff to implement the changes. The NHS Long Term Plan was unveiled by Prime Minister Mrs May and NHS

TURN TO PAGE 4



**Golden
Globes
glory
for the
Brits**



SEE PAGES 8&9



SECRETS TO LIVING A HEALTHY, HAPPY LIFE

THE ULTIMATE GUIDE: **expressyourself** SEE PAGES 27, 28 & 29



OUTCRY AT NEW PLOT TO SABOTAGE BREXIT

SEE PAGES 4 & 5

NHS MISSION TO SAVE 500,000 MORE LIVES

By **Hanna Geissler**
Health Reporter

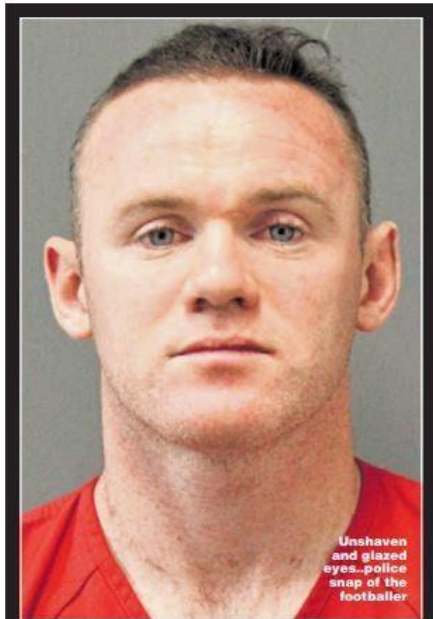
THERESA May will unveil a revolutionary 10-year health care plan in England today, which the Government claims will save 500,000 lives.

Benefits range from improved maternity care to life-changing stroke therapy and extra support for the elderly.

The Prime Minister has promised an extra £20.5 billion a year by 2023 as part of the NHS Long Term Plan, which will be launched today.

The blueprint to make the NHS fit for the future reveals how investment in cutting edge

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Unshaven
and glazed
eyes - police
snap of the
footballer

Rooney arrested on drunkenness charge

SEE PAGE 7

65p



MONDAY
7 JANUARY 2019
Number 2,533



**Divorce day:
who gets
what from a
break-up
is about
to change**
P9

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QUALITY, CONCISE - THE FUTURE OF INDEPENDENT JOURNALISM

The giant-killers



Newport, Barnet and Oldham
pull off shock FA Cup victories

From The Economist Cheer up, millennials!

Why it will become
easier to buy a home

P26



NHS targets heart attacks and strokes in £20bn plan

- » Genetic testing and artificial intelligence will help tackle 'major killer conditions' and save half a million lives over the next 10 years
- » Government blueprint to transform health service will harness new technology and healthy living prevention programmes
- » Biggest ever investment in mental services will help millions suffering from depression and anxiety

P4

The hottest tech for 2019

P11



MPs return for Brexit showdown

P6



Students 'mis-sold' degree courses

P5

Win a spa break
for two at
Champneys

P41

PUZZLES P42 | IAN BIRRELL P17 | TV GUIDE P28 | BRITAIN'S CRAFT COMEBACK P27 | MEDIA P39

THE TIMES

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Best and worst of the Golden Globes

INSIDE TIMES2



Transform your fitness in ten minutes (or less)

Millions of patients to see doctor by Skype

May wants digital consultations to be NHS norm

Chris Smyth Health Editor

Millions of patients will use Skype for hospital appointments in a "wholesale transformation of the NHS" intended to reduce face-to-face consultations by a third and save billions of pounds.

Digital appointments with consultants will become the norm under a plan for the future of the health service revealed yesterday. Thirty million hospital visits a year will be avoided by use of Skype calls, smartphones and other ways to talk to a doctor.

Simon Stevens, head of NHS England, has promised to end the "outdated and unsustainable" model of hospital appointments that has persisted for 70 years. He argues that online efficiencies would help to close a funding gap and deliver pledges to improve GP care and outcomes for cancer, mental health and heart disease.

However, his plans for spending a £20 billion budget boost by 2023 have already run into controversy because they do not include a commitment to hit waiting-times targets, with some fearing that longer delays will be the price of improved care elsewhere. A call for another NHS legislative reorganisation to implement the plan could also prove a political flashpoint.

Launching the plan yesterday, Theresa May said that it marked a "historic moment for patients across the nation" that would allow the health service to compete with the best in the world.

Technology would let the NHS "make the most of exciting new possibilities and give you greater control over your own care. That means every-

thing from being able to monitor conditions from the comfort of your own home to accessing your GP via your smartphone," she said.

As well as being able to book GP appointments on a smartphone, patients have been promised the right to see a doctor online. If their own surgery will not offer this, virtual surgeries such as that offered by the controversial Babylon app will be allowed to expand. This allows patients to swap their family doctor for a virtual service that promises online GP consultations within two hours. It has been criticised for creaming off young, healthy people and leaving traditional surgeries with expensive elderly and vulnerable patients.

In addition, Mr Stevens promised a fundamental overhaul of hospital outpatients after doctors told him that many did not need to be seen in person. Advice, follow-up appointments after surgery and the monitoring of long-term conditions can all be done via Skype, telephone or email, he argued.

"The NHS long-term plan means a major digital upgrade for the health service, which means patients can access advice at the touch of a button," he said. "It's using the smartphone technology many people already have in their pockets so they can easily see a GP over the internet and even get expert help from consultants without the need for an inconvenient hospital visit."

"This will mean that we can make one in three outpatient appointments unnecessary, sparing patients around 30 million trips and freeing up doctors, nurses and other staff for other duties

Continued on page 2, col 3



First appearance Kevin Spacey arrives at court in Nantucket, Massachusetts, on charges of sexually assaulting a teenager. His lawyers entered a not guilty plea over claims he piled the 18-year-old with drinks and groped him in 2016. Page 5

Why positive thinking is the best way to get a grip

Kat Lay Health Correspondent

The power of positive thinking has been backed up by science. The more meaningful you believe your life to be, the faster you will walk, the stronger your grip will be and the less chronic pain you will suffer, a study says.

Researchers from University College London found that people who saw the things they did as being worthwhile were healthier as they aged. They had a higher concentration of vitamin D in their blood, healthier cholesterol and lower levels of inflammation.

Andrew Steptoe, the lead author, said that the findings could help efforts to "tease out better ways to promote a good life in middle and older age".

Researchers used data from more than 7,000 adults aged over 50 who were taking part in the English Longitudinal Study of Ageing.

They were asked, on a scale of 0-10, how worthwhile they thought the things they did were. Their ratings were compared with data from physical tests and details from wider questionnaires.

Those with ratings of 9 or 10 walked 18 per cent faster than those with scores of 0-3 and had a 13 per cent higher concentration of vitamin D, which boosts bone and muscle strength. They were 40 per cent more likely to report good sleep and had stronger hand grips, a measure of frailty and risk of mortality.

Four years on, they were faring better than those with low ratings. They were less likely to have developed chronic pain or depressive symptoms, or to report being lonely. They were more likely to spend time with friends and family, work or volunteer, and exercise.

However, it was not clear whether people participated in those activities or had those characteristics because they felt their lives were worthwhile, or whether those activities and characteristics made their lives feel worthwhile.

Professor Steptoe said: "This is a two-way process. Not only do good social relationships and better health contribute to our sense that we are living meaningful lives, but this sense of meaning sustains social and cultural activity, health and wellbeing into the future."

The paper was published in the *Proceedings of the National Academy of Sciences*.

IN THE NEWS

Baby boom deaths

Deaths among baby boomers will peak in 2044, analysis suggests. Life expectancy for the postwar generation is expected to be about 88 for men and 90 for women. Page 4

Train murder suspect

Darren Shane Pencille, the man accused of stabbing to death a father on a train, told a court that he was innocent until proven guilty and was "hearing voices". Page 5

Get tough, PM told

Theresa May will be urged to "play hardball" with the EU today by giving MPs a vote on her deal but allowing them to decide later whether to enter the Irish backstop. Page 12

More airstrikes on Isis

Western forces have increased the bombing of eastern Syria as they fight for Islamic State's last territory. There were 950 airstrikes in December after 650 the month before. Page 26

Patisserie criticism

Luke Johnson, executive chairman of the troubled Patisserie Holdings, retains dozens of directorships despite vowing to scale back his other commitments. Page 33

Mauling for Liverpool

Wolverhampton Wanderers beat Liverpool 2-1 to reach the FA Cup fourth round after Jurgen Klopp rested many of his stars. Manchester United will face Arsenal. Pages 62-63

What the Greggs vegan sausage roll says about Britain → G2



FA Cup Wolves go through as Neves stuns Liverpool → Sport



Tuesday
8 January 2019
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The Guardian

Time to curb privatisation of care, NHS chiefs tell PM

Denis Campbell
Health policy editor

NHS leaders want Theresa May to scrap Conservative legislation that forces it to tender contracts for care, in a move that could hugely reduce privatisation of key health services.

In the new Long Term Plan, which maps out the service's future over the next 10 years, Simon Stevens, the chief executive of NHS England, demands that the prime minister repeal significant sections of the 2012 Health and Social Care Act.

The document, which Downing Street has endorsed, warns that the

legislation – pushed through against huge opposition by the coalition health secretary Andrew Lansley – is damaging the NHS and stopping it making vital improvements to the care patients receive. It outlines in plain language how Lansley's shake-up has damaged the NHS, which May has previously acknowledged.

If she agreed to unwind some of the most contentious sections of the act it would spell “the end of automatic tendering”, said a senior NHS source. It would also mean that firms such as Richard Branson's Virgin Care, which has won over £2bn of work from the NHS over the last five years and holds more than 400 individual contracts, could no longer mount legal challenges to decisions going against them.

The 2012 act obliges NHS clinical commissioning groups in England to offer out to tender any contract worth £615,278 or more. It has led to a huge increase in the number of NHS contracts awarded to profit-driven firms such as Virgin Care and Care UK.

An estimated £8.7bn of the service's budget went to non-NHS providers of care in 2017-18, most of which were private firms, though that also included some charities 7 →

'The Health and Social Care Act was a wasteful, bureaucratic disaster'

Jon Ashworth
Shadow health secretary



Long may she reign Olivia Colman triumphs at Golden Globes

News Pages 12-13 →

PHOTOGRAPH: PAUL DRINKWATER/NBC/REUTERS

Cross-party call to build 3m new social homes

Robert Booth
Social affairs correspondent

England must launch the biggest council and social housebuilding drive in its history to rescue millions of people from a future in dangerous,

overcrowded or unsuitable homes, a cross-party commission has told the government.

More than 3 million new social homes are needed in the next 20 years, more than were built in the two decades after the second world war, according to a year-long housing

commission launched in the aftermath of the Grenfell Tower disaster. Its commissioners include the former Conservative party chairman Sayeeda Warsi, the former Labour leader Ed Miliband and Jim O'Neill, a former Conservative Treasury minister and Goldman Sachs chief economist.

The call represents a direct challenge to Tory ministers to rapidly increase social housebuilding from its current level of just over 6,000 homes a year. It would mean the construction of seven times more homes than there currently are in Birmingham and 27

times more than in Milton Keynes. It comes as the government plans possible legislation on social housing after the deaths of 72 people at Grenfell, with stronger regulation and more money for council housing. It has described public housing as a safety net and a stepping stone to home ownership, which Theresa May has said she wants to increase in line with the long-held Conservative belief in a “property owning democracy”.

But the commission, convened by the housing charity Shelter, is arguing that council 11 →

Alarm over safety of MPs

Police have been urged to do more after abuse was hurled by protesters outside parliament yesterday
News Page 9 →

65p



TUESDAY
8 JANUARY 2019
Number 2,534

FA CUP

**Jiménez and
Neves deliver
knockout blows
to Liverpool**



P54

**PLUS FOURTH
ROUND DRAW**

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QUALITY, CONCISE - THE FUTURE OF INDEPENDENT JOURNALISM

The art of circus

When even a fake
lorry jam does not go
according to plan

P9

All hail Queen Olivia!

Colman ready to
conquer all

P11



World's doctors and nurses are told



The NHS needs YOU

- » Government plan to recruit 40,000 nurses and thousands more doctors
- » Hi-tech treatments and AI to prevent heart attacks and strokes
- » Mental health support for 345,000 young people part of £20.5bn package

P4-5



**Soubry calls
on police
to act after
'Nazi' abuse**

P8

Exercise
hormone 'can
protect brain
against
dementia'

P7

Cash for
schools does
not add up,
teachers warn

P6



**Mark Austin on
his daughter's
battle with
anorexia**

P21



Beware fake
food prophets
and their
faddy diets

**Yasmin
Alibhai-Brown**

P15

PUZZLES SECTION P44 | AUSTRALIA'S HISTORIC CRICKET DEFEAT P48 | TV GUIDE P28

Turbo-charge your weight loss

**With Dr Michael Mosley
inventor of the 5:2 diet**



THE DOCTOR WILL SEE YOU BY SKYPE

++ Up to 30m NHS outpatient appointments to be via video-link ++ But campaigners warn move could be 'devastating' for elderly who aren't tech savvy

By **Sophie Bortland** and **Daniel Martin**

TENS of millions of NHS appointments are to be carried out by video-link instead of face to face.

Health chiefs believe up to a third of the 90million outpatient consultations each year do not require a hospital visit.

They hope to save time and money by switching these over to Skype-style video services on smartphones or computers.

Patients will be encouraged to have online appointments with specialist doctors and manage long-term illnesses themselves.

However, GPs have warned that some symptoms can be spotted only by direct contact.

And Baroness Altmann, former director-general of Saga, said the scheme could be 'devastating' for the elderly, who are less computer savvy. 'Sometimes machines really can't replace the human touch - older people value that and need it,' she added.

The plans were unveiled in Liverpool yesterday by Theresa May and health chiefs under a ten-year strategy for the NHS, which sets out how a £20billion cash injection will be spent.

Harnessing new technology will be a key part

Turn to Page 6



A fat lot of good?
Is the keto diet really a healthy choice?

→ G2



FA Cup Newport, Oldham & Barnet pull off shock wins

→ Sport



Monday
7 January 2019
Issue No 53,611
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The Guardian

May pleads for EU to give ground and rescue Brexit

Rajeev Syal and Lisa O'Carroll

Theresa May is preparing to make another desperate plea to EU leaders to offer a concession on the Irish backstop as she attempts to win over Brexiters who have vowed to vote down the government's deal.

The prime minister promised yesterday to hold the meaningful vote in parliament in the week beginning 14 January despite growing opposition from Conservative backbenchers and the Democratic Unionist party, whose votes are required to push the deal through parliament.

As MPs prepare to return to Westminster with the crucial vote looming, Downing Street said new compromises could still be won from Europe in order to ensure the safe passage of May's plan. The hope of new developments to break the impasse came as opposition to May's deal hardened. The hurdles facing May include:

- Brexiters warning that the government is facing a "disaster" if it fails to ditch the current deal, while the DUP deputy leader, Nigel Dodds, described the Irish backstop as "toxic".
- EU sources said talks due to be held

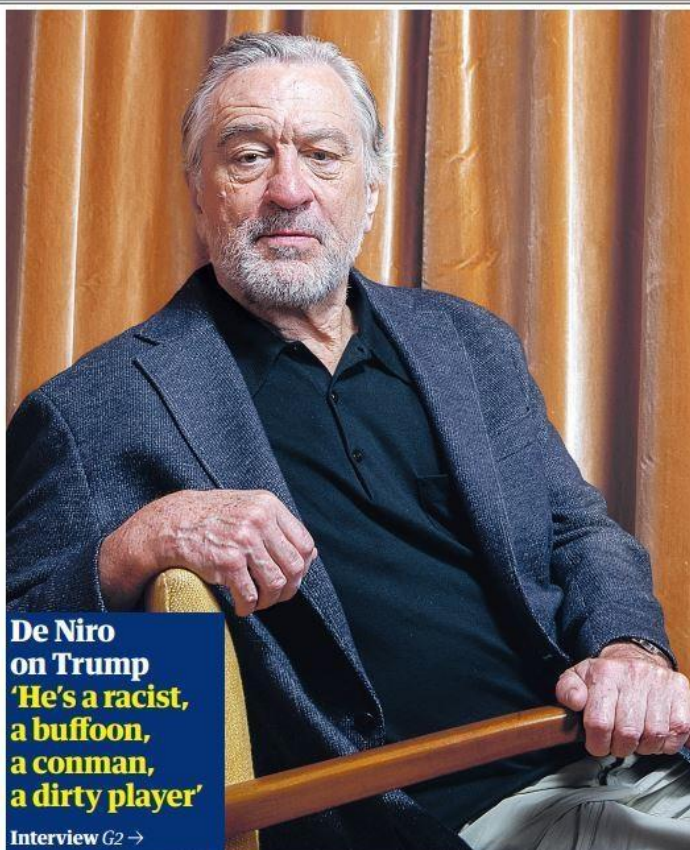
in Dublin tomorrow between the Irish taoiseach, Leo Varadkar, and Germany's foreign minister would not seek to reopen negotiations over the 585-page withdrawal agreement.

- Senior MPs, including Yvette Cooper and Nicky Morgan, are launching a parliamentary campaign to rewrite government legislation to block a no-deal Brexit.
- The former Conservative party chairman Lord Patten called for a second referendum on Brexit.
- More than 200 MPs have signed a letter calling for May to rule out a no-deal Brexit. The Tory ex-minister Caroline Spelman, who organised the letter with Labour's Jack Dromey, said the group had been invited to see the prime minister tomorrow.

In an interview yesterday, May said the vote - which was due to be held last month and postponed - would go ahead in the week beginning 14 January as she sought further clarification from the EU to address MPs' concerns. She also said she would look at giving parliament a greater say in how the UK's future relationship would be negotiated, but refused to say exactly what that might be.

Asked if there had been any changes she could offer

9 →



De Niro on Trump
'He's a racist, a buffoon, a conman, a dirty player'

Interview G2 →

PHOTOGRAPH: CHRISTOPHER LANE FOR THE GUARDIAN

NHS to outline plans to save half a million lives

Denis Campbell
Health policy editor

NHS leaders will today outline a future in which genomics, cutting-edge surgery and artificial intelligence help save hundreds of thousands more

lives and in which every area of care is improved in return for the government's major funding boost.

Theresa May and Simon Stevens, the chief executive of NHS England, will finally publish the service's long-term plan, which will pledge to transform between April and 2029 the

help it provides to everyone from premature babies to the growing number of older people.

It will set out detailed plans to dramatically reduce the number of people dying from big killers such as cancer, heart attacks and strokes. It will explain how the NHS will spend the funding increase May announced last year to mark the health service's 70th anniversary, which will see its budget rise in England from £115bn to £135bn by 2023-24.

But experts, doctors' leaders and Labour warned the vision risked being

undermined and reduced to "groundless aspirations" because of the NHS's deepening staffing crisis, continued cuts to public health and limits to what the extra investment could achieve.

Stevens said the document "keeps all that's good about our health service and its place in our national life. It tackles head-on the pressures our staff face. And it sets a practical, costed, phased route map for the NHS's priorities for care quality and outcomes improvement for the decade ahead."

Ministers and NHS England have already disclosed

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How to take back control of our data

Journal Page 1 →



Joe Wicks The Body Coach
on fitness, fatherhood
and going vegetarian

Health on Monday

Flu's who All you
need to know about
colds this winter

Health &
Features
pages
21-25



Total Football
Newport
bring down
Leicester

FA Cup special: Sport, pages 1-13

The Daily Telegraph

BRITAIN'S BEST-SELLING QUALITY DAILY

Gene test for every child with cancer

Better diagnosis and personalised care at heart of NHS plan to save half a million lives

By Laura Donnelly HEALTH EDITOR

GENETIC tests will be offered to all children with cancer and adults with some of the most hard-to-treat diseases in a bid to save half a million lives within a decade.

Health chiefs said a "gene revolution" would transform survival rates from some of Britain's biggest killers, as they announced a 10-year plan for the NHS.

By the end of this year, every child diagnosed with cancer will be offered tests which mean they can be given personalised treatment, boosting its effectiveness.

The same steps will be taken for adults with major cancers such as breast and prostate, as well as those at high risk of heart attacks and strokes.

NHS officials said the cutting-edge breakthroughs, combined with the national rollout of fast speedier testing, could save 487,000 lives by 2028.

Theresa May will today set out the plan with Simon Stevens, chief executive of the NHS, detailing how the Government's £20 billion cash boost for the health service will be spent.

Mr Stevens said: "The NHS long-term plan will upgrade the health service for the new era of personalised medicine, using cutting-edge techniques enabled by the 'gene revolution' to deliver individually tailored therapies that are more effective at treating and curing some of the hardest-to-help patients."

Improvements in diagnosis and treatment of cancer is one of the key planks of the new policy.

The plan will say three in four cancer cases must be diagnosed in the early stages – when they are much easier to treat – within the next decade. Currently, only half of tumours are identified in their early stages.

By next year, all patients with symptoms that could indicate cancer should get a diagnosis or the all-clear within a month.

Officials say the rollout of "rapid diagnostic centres" that can offer quick results – sometimes on the same day –

and the spread of gene testing and individualised treatments, will transform the country's poor survival rates. The wider rollout of gene testing should also boost diagnosis rates, because it means more people will be made aware of genetic risks and will be therefore likely to spot symptoms earlier.

Forecasts from NHS England suggest that over a decade, a total of 487,000 lives will be saved from Britain's major killers. This includes 315,000 cancer deaths prevented, 147,000 deaths from heart disease, and around 25,000 lives of mothers and babies saved as a result of planned improvements to maternity services.

The Prime Minister said the record funding boost was a historic step to secure the future of the country's "most beloved service".

"This will help relieve pressure on the NHS while providing the basis to transform care with world-class treatments," she said.

Britain's cancer survival rates lag far behind the European average, with one in five patients not diagnosed until they are admitted to hospital as an emergency. The rates are worse than the European average for nine in 10 cancers, with rates for some diseases a decade behind countries such as France and Sweden.

While the five-year survival rates for bowel cancer hit 58 per cent on average across Europe, the figure for the UK was 52 per cent. The UK is second only to Bulgaria for the worst five-year survival rates for lung cancer.

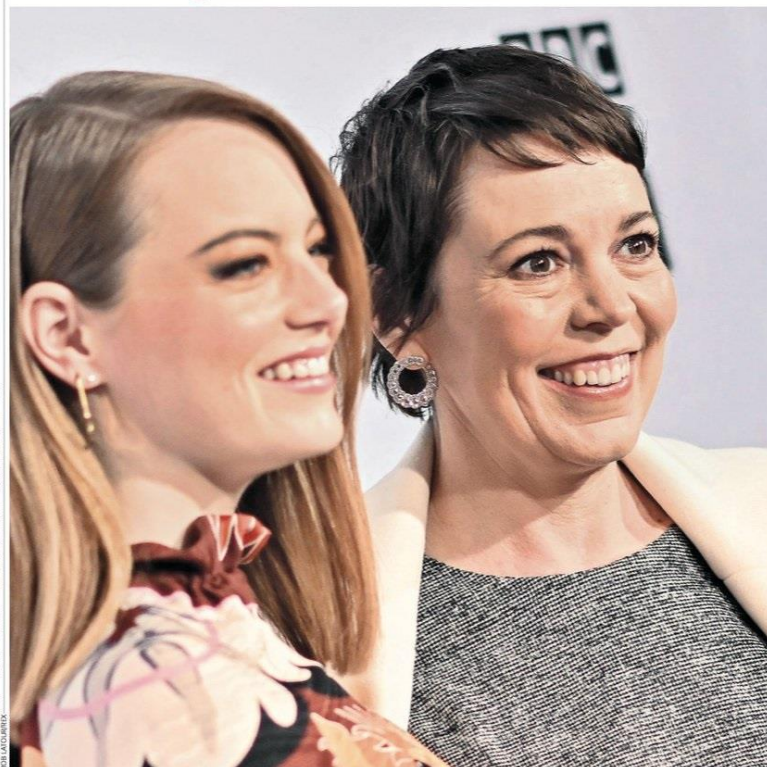
The policy will mean millions more patients will be offered CT and MRI scans via "rapid diagnostic centres," with GPs urged to be far more cautious in referring patients for checks if symptoms could indicate cancer.

The genetic tests will be offered to adults suffering from ovarian, colorectal, breast, lung and prostate cancer, as well as to all children, and to young people with certain rare disorders. Tests will also be offered to around

Continued on Page 2

Editorial Comment: Page 19

Ladies in waiting



Olivia Colman and Emma Stone, stars of *The Favourite*, were both nominated for top awards in last night's 76th Golden Globe Awards. Colman, who stars as Queen Anne in a love triangle with her lady-in-waiting (Stone) and Lady Sarah Churchill, played by Rachel Weisz, won best actress at the National Society of Film Critics Awards on Saturday

Johnson: no deal is voters' idea of leaving EU

By Gordon Rayner POLITICAL EDITOR

A NO-DEAL Brexit is "closest to what people voted for", Boris Johnson says today, as he urges ministers to mirror the British public's "optimism and self-confidence" for the increasingly likely scenario.

Theresa May has little more than a week to rescue her Brexit deal, but with Cabinet ministers admitting "no one" expects MPs to vote for it, the former foreign secretary says it is time for a "realistic and sensible" assessment of

leaving the EU on World Trade Organisation terms.

MPs return to Parliament today ready to restart the debate on the Prime Minister's deal which was halted when she postponed the "meaningful vote" on it last month. Yesterday Mrs May scotched rumours that the vote could be delayed a second time as she insisted it will go ahead next week.

Mrs May's aides are increasingly convinced she will be given an 11-hour concession by the EU to help get her deal through Parliament – even if

she loses the vote and has to put the deal to MPs again.

But Mr Johnson points to the increasing popularity of a no-deal Brexit among voters as evidence that Parliament is out of step with the public.

Writing in today's *Daily Telegraph*, Mr Johnson says the "downright apocalyptic" forecasts of what will happen in the event of no deal have been rejected by the public because they can "sort fact from nonsense", and "this option is closest to what people actually voted for". He adds: "They didn't vote

for anything like Theresa May's Withdrawal Agreement. They voted to come out."

"It is no deal or WTO terms that actually corresponds to their idea of coming out, and they view that option with a confidence that is now directly proportional to the growing strength of the Government's warnings against it."

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Boris Johnson: Niall Gardiner: Page 18
Charles Moore: Page 19
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NEWS BRIEFING

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NEWS

Suspect charged over train stabbing

A man was last night charged with the murder of a father who was stabbed to death on a train in front of his teenage son. Darren Shane Pencille, 35, of Farnham, Surrey, was charged with murder and possession of an offensive weapon in connection with the death of Lee Pomeroy, 51, on board a train from Guildford to London on Friday. Chelsea Mitchell, 27, also of Farnham, has also been charged with assisting an offender. Both will appear before magistrates today.

Page 2

NEWS

Special forces troops wounded in Isis attack

Two British special forces soldiers have been seriously wounded after a missile attack by Isis in Syria. The attack was believed to have happened on Saturday morning near Deir Ezzor in the east of the country, one of the last remaining areas where the terror group is holding out. A Kurdish soldier fighting alongside the British forces was killed and five other British troops were injured. The attack occurred as debate continued over Donald Trump's decision to withdraw US forces.

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ARTS

The sky's no limit

How Brian May took his music to the stars

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WORLD

Trump refuses to back down on wall money

Donald Trump remained resolute in his demand for funding for a border wall last night as negotiations to reopen the US government stalled. The president left for meetings at Camp David as determined as ever to secure the \$5.6 billion requested to finance his key campaign pledge. In Washington Mike Pence, the vice-president, restarted talks with key Democrat representatives in an attempt to break the deadlock and end the government shutdown.

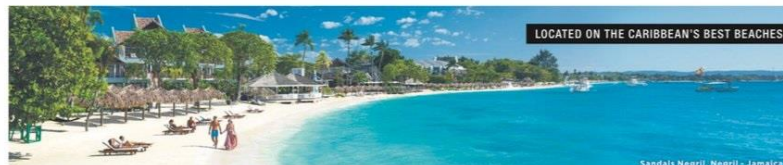
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WORLD

Plastic threatens giant of the oceans

The largest fish on the planet, the whale shark, is under threat from plastic pollution off one of Britain's most remote island possessions, conservationists have warned. The tiny volcanic island of St Helena, in the South Atlantic, is plagued by plastic rubbish that washes in from South America and beyond. Ecologists say that they are finding hundreds of items on the beaches and are concerned that the amount of plastic could prove deadly for whale sharks.

Page 17



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WE'LL SAVE 500,000 MORE LIVES VOWS NHS

Ten-year plan targets childhood cancer, heart disease and strokes ++ But already Chancellor warns: We MUST cut waste

ALL children with cancer will have their treatment tailored to their DNA under an NHS bid to save more than 500,000 lives. The world-first promise is

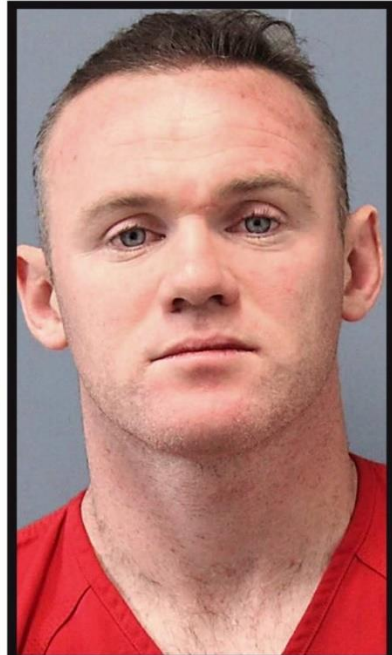
By **Kate Pickles**
Health Reporter

unveiled today as part of a long-awaited ten-year plan for the health service.

It follows Theresa May's pledge to hand the NHS an extra £20billion, but writing in the Daily Mail

today Chancellor Philip Hammond warns the health service must drastically improve efficiency to ensure the cash isn't wasted. Mr Hammond, who had reservations over supplying the money, says: 'The public hates waste in the NHS and quite

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Mugshot: Wayne Rooney in police photo after arrest

**Rooney arrested
in U.S. for drink
fuelled tirade**

SEE
PAGE
FIVE

Tuesday 8 January 2019

Practical plan will help all generations

Simon Stevens

Comment

The NHS has been marking its 70th anniversary, and there has been pride in our health service's enduring success and in the shared social commitment it represents. There's been concern, about funding, staffing, increasing inequalities and pressures from a growing and ageing population. But there's also been optimism, about the possibilities for continuing medical advances and better outcomes of care.

So this week with the publication of our NHS long-term plan we look forward to the 80th anniversary.

Doctors, nurses, therapists and other staff have come together with patient groups and many others in the NHS to develop our shared route-map for the future.

The plan means keeping what the public are rightly proud of: high quality care for everyone. But it also means tackling the growing

pressure on staff as they care for our growing and ageing population and respond to new health threats such as childhood obesity and young people's mental health concerns.

And it means an NHS which capitalises on the amazing medical advances that we know are in prospect. Later this year every child with cancer will have a genome test

so that their treatment will be tailored to what works best for them.

The NHS will not just offer personalised therapies but also more personalised care, with patients agreeing a plan for how they should be looked after and in some cases offered control of their care fund.

These reforms will be backed by a new guarantee that over the next five years investment in primary medical and community services will grow faster than the overall NHS budget to create a £4.5 billion ringfenced fund to provide better support for people at home and to

avoid hospitalisation.

To prevent illness in the first place, the plan helps patients to help themselves. Technology can now be used as an alternative to GP consultations and outpatient appointments. Spending on mental health services, too often ignored in the past, will also rise.

Progress in implementing the plan could be accelerated by the legislative changes that we also recommended, overcoming some of the legal complexity which can too often be a barrier to integration between different parts of the NHS.

As medicine advances, health needs change and society develops, the health service has to move forward. This plan is a practical, detailed and costed route-map for doing so to ensure we have a service future-proofed to meet the needs of our parents and our children.



DAILY EXPRESS

THE NORTHERN & SHELL BUILDING
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A shot in the arm for the NHS that's badly needed

POLITICALLY motivated it may be, but news of life-saving investment in the NHS is hugely welcome. Plans to tackle killer conditions will save almost half a million more lives over the next decade, in a world-class, cutting-edge health service.

More than three million patients will benefit from new and improved stroke, respiratory and cardiac services, the Government says.

And then there's the extra mental health help for 345,000 more children and young people through community-based services, including in schools.

A modern, joined-up service fit for the 21st Century is what we are promised.

Cynics will say the announcement has come about now because it is the Prime Minister's Brexit plan which is on life support and in need of emergency help.

Well, perhaps the warring Westminster factions do need a timely reminder that spending billions on the NHS rather than giving them to Europe was a reason people voted to leave the EU.

The politicians can argue over the figures, and the reasons, but if hundreds of thousands of NHS patients enjoy better healthcare – and a longer life as a result – then that is to be applauded.



Healthy Optimism

There are reasons to hope that a new long-term plan for the NHS can succeed where past reforms have failed. But is management up to it?

Theresa May described the new long-term plan for the NHS yesterday as a "historic moment". That may be stretching it a bit. The government has committed to increase spending by an average of 3.4 per cent in real terms over the next five years. That is a welcome boost after years when funding rose by an average of only 1.2 per cent, creating pressures reflected in longer waiting times and missed targets. Yet this still falls short of the long-term average funding rises of 3.7 per cent since it was founded in 1948. The new money will lead the NHS out of the desert but hardly to the land of milk and honey. What matters is whether it can spend its money more efficiently.

This plan provides some reasons to hope that it can. One of those reasons is that this project, unlike previous ones, has been devised by NHS managers. Past attempts to reform a health service struggling to keep pace with demand have failed in large part because they were driven by politicians responding to political priorities. The Blair government's attempts to micromanage the NHS via numerous targets led to a serious misallocation of resources. The Cameron coalition's response was to try to inject more commercial discipline by fragmenting the NHS and putting different service providers into rigid silos. That

impeded the provision of integrated services. The result was that many people who might have been cared for at home have ended up being treated in scarce and expensive hospital beds.

Nonetheless, one of the positive outcomes of the coalition's reforms was the creation of a separate quango to run the NHS in England at arm's length from government. It is this body, led by Simon Stevens, as chief executive, that has drawn up the latest plan. It includes a number of sensible measures designed to address such legacy issues. These include significant increases in funding for earlier diagnosis of cancers, lung conditions and heart disease via increased use of genetic testing and cancer screening. This is vital to improve Britain's poor survival rates. There is an extra £4.5 billion for community care, which is important to ensure that more people can live independently at home for longer. The plan envis-

ages greater use of technology, including digital consultations that will allow more outpatient services to be delivered via smartphones. Doctors and patients will no longer need to be in the same place, so resources can be used more efficiently.

Another reason for optimism is that Mr Stevens's plan does not hinge on legislative changes. Much of what is being proposed is already taking

place in parts of the system. The goal is to spread best practice to all parts of the country. Even so, there is little doubt that greater efficiencies could be achieved if the government were to legislate to remove some of the barriers that prevent closer integration between hospitals, GPs and community services. A long-term solution to the funding of social care for the elderly would also help to reduce pressure on the NHS budget. It remains to be seen whether handing the NHS greater independence has sufficiently depoliticised debates about broader health reform.

The question is whether the health service has the capacity to implement the plan. It is one of the biggest employers in the world but Mr Stevens does not enjoy anything like the powers of the Walmart chief executive, one of the few entities that exceed it in size. Big decisions by necessity are devolved to local healthcare providers. Moreover the NHS arguably suffers from a dearth of managers with the skills to run complex integrated services. Remarkably an organisation that employs more than a million people recruits only 100 management trainees a year, a number set to rise to 500. Let us hope that Mr Stevens succeeds. After all, the alternative is an even greater injection of public money, or much more radical reform.

Health

NHS bosses have set out their vision. To deliver it, they need money and staff

The NHS long-term plan unveiled yesterday is an important document whose significance goes beyond the individual pledges and projects it contains. The risks of fragmentation and marketisation of the health service have not disappeared, but they have dramatically receded. Simon Stevens, the chief executive of NHS England, and his colleagues have expanded the blueprint contained in 2014's five-year forward view to present a progressive and coherent strategy for modernisation, which includes a redistribution of resources to the poorest areas and least healthy people. They have issued a strong call for the regime of competitive tendering introduced by 2012's Health and Social Care Act to be scrapped.

Particularly welcome is the guarantee that funding for community and primary care will grow faster than hospital budgets. With chronic conditions such as type 2 diabetes accounting for an ever-larger share of health spending, it is essential that resources reach people, such as those struggling with weight or addiction, before they become seriously ill. The £2.3bn promised additional funding for mental health is another positive step, though targets in this area, particularly with regard to young people, remain inexcusably weak. While it is not particularly surprising to learn that inequality is costing the NHS £4.8bn a year in hospitalisations, it is refreshing to see this unpalatable truth spelled out. Information is an important aspect of healthcare. As spending rises, from £115bn to £135bn by 2023-24, it is essential that public understanding also grows. Patients must be partners in prevention and management of long-term conditions, and equipped to use new digital tools.

Resolving the NHS staffing crisis is now the priority. With 100,000 vacancies, the current situation is not tenable. A workforce strategy is expected later in the year, along with a training budget. Brexit casts a dark shadow, with urgent questions surrounding the supply of medicines and work visas diverting attention from longer-term priorities. Social care,

meanwhile, continues to be the unaddressed social policy problem of the age, with councils unable to meet their obligations to a rapidly ageing population, and an explosion of need predicted over the next 20 years. Warnings about the knock-on effects of a failing social care system have become wearisomely familiar. But the cost of beds filled by old people who cannot be discharged, because they have nowhere to go, is real.

But even were legislation to plug the social care funding gap, holes in NHS finances remain, with around half of trusts currently in deficit. The consensus among health experts, the Office for Budget Responsibility and the Institute for Fiscal Studies, was that 4% was the annual increase needed by the NHS to reverse its decline. For its 70th birthday last June, Theresa May instead offered 3.4% (£20.5bn over five years). Since then, cuts to public health spending - including on alcohol and sexual health clinics funded by councils - means the true size of the increase in health spending is still lower: just 2.7% in 2019-20.

We will see in due course which of the promised improvements the NHS is able to deliver, and to what extent these offset public dismay about other social policy failures, notably in welfare reform. It is of course no accident that the plan was launched as Mrs May returns to work after the break, the Commons vote on her Brexit deal looming. The NHS has often been described as a glue holding the nation together. In our divided times, it has a more important role than ever to play.

£10m FOR NATIONAL HEROES' SERVICE AID



Cash boost... troops

THOUSANDS of military veterans who struggle adapting to life on civvy street will get a £10million boost from the NHS.

The new National Heroes' Service will help those battling booze, drug or mental health problems. It will include veteran-friendly

EXCLUSIVE by DAVID WOODING, Sunday Political Editor

GP surgeries and hospitals to make sure they get treatment and back-up tailored to them.

The cash is part of the NHS's plan to ensure its extra £200million of funding is properly spent. It will see the NHS expand the new Transition, Intervention and Liaison Service, or TILS, to offer

intensive support around the clock, and double the capacity of its Complex Treatment Service.

There are about 2.6million veterans living in the UK and one in 20 will suffer from post-traumatic stress disorder. A smaller number will have severe and complex mental health needs.

NHS England boss Simon Stevens has said he is determined to ensure those who put their lives on the line are properly

cared for after returning home. He said: "The NHS long-term plan will ensure that the health service will be there for those who have been prepared to give their all for their country."

Ramping up services will help veterans get the specialist support they need at every level, no matter which NHS service they use across the country.

David Wooding@the-sun.co.uk
The Sun on Sunday Says — Page 12



Dedication... Stevens

Plan will honour the debt we owe

By **SIMON STEVENS**
Chief Executive, NHS England

THE NHS, 70 this year, was born out of World War Two and a drive to give those who suffered so much a service worthy of their sacrifice.

We led the world by founding a health service free to use. Today, the NHS remains determined to provide a "National Heroes' Service".

That is why help for veterans, including a new crisis service, will be ramped up as part of the NHS long-term plan. Honouring our ex-servicemen and women is just one improvement.

With one in three girls born today set to live to 100, we must ensure all have the best start and can live and age well.

The plan will improve care and save hundreds of thousands of lives by upgrading treatment for killer diseases.

We must ensure every penny is wisely spent so we are cutting admin costs and prescriptions for items that can be bought cheaply in shops.

Cash saved is going into treatments such as CAR-T therapy, which reprogrammes immune systems to tackle previously untreatable cancer. The NHS has a special place in the nation's heart. Much of that is down to the skill and dedication of the nurses, doctors and other staff.

With their help the long-term plan will ensure the NHS is serving people from all walks of life at its 80th birthday.



Capitals offence

BOSSSES should avoid sending emails in capital letters because snowflake staff could accuse them of bullying, lawyers say. James Davies, head employment lawyer at Lewis Silkin, said: "It is commonly understood that writing emails in capital letters is equivalent to shouting and would be dealt with by an employer in similar terms."

Earlier this year library worker Stephen Poole was accused of harassing his line manager for using full caps.

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TODAY'S WEATHER



sky NEWS HD WEATHER with NAZAMUEN GHAFARI

A MOSTLY dry and bright start to the day but becoming cloudy for southern parts with heavy, thundery showers. Brighter in the East. Showers in the West. Top temperature: 10C (50F).

TONIGHT: Largely dry with clear spells, but cloudier in the East, with frequent showers. Risk of a few light showers across Wales, south west, western Scotland and parts of northern England.

OUTLOOK: Dry and bright with sunny spells tomorrow, but with rain spreading from the west in the afternoon. Cloudy with outbreaks of rain on Tuesday, with strong winds in the South.

TWELVE inches (30cm) of snow fell in Merside on December 16, 1952, while North Wales received an additional four inches.

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LAST NIGHT'S LOTTO BALLS

WINNING numbers in last night's Health Lottery were: 3, 31, 39, 45 & 49. Bonus 40.

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Daily Mail

TUESDAY, SEPTEMBER 11, 2018

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Have they really killed Keeley? 10 BODYGUARD THEORIES THAT WILL HAVE YOU HOOKED **PAGES 22-23**

SOUP AND SHAKE DIET ON THE NHS TO REVERSE DIABETES

Radical treatment could help millions

DIABETICS will be given low-calorie liquid diets under radical plans to beat the disease.

NHS chiefs hope that prescribing fat-free shakes and soups for up to five months will reverse the illness.

If the trial succeeds, the treatment

By **Sophie Bortland** Health Editor

will be rolled out nationally. UK research has already found that half of Type 2 diabetics on the diet were in remission within a year.

Details of the strategy are likely to be set out in November. It is based on the idea that Type 2 can be conquered if patients lose enough

weight. On the diet, they would consume between 810 and 850 calories a day, depending on the flavours of the four shakes and soups they choose.

Many would shed the pounds very quickly after previously taking in as many as 3,000 calories a day.

The liquid diet was described as

Turn to Page 2



MORE lolly for £21m Holly as she bags M&S deal

SEE PAGE SEVEN

Saturday 5 January 2019

Heavy drinking patients will be targeted by NHS care team

Chris Smyth Health Editor

Patients who drink too much will be swooped on by NHS alcohol squads within a day of going into hospital under plans to help them to cut down.

Teams of specialist doctors and nurses will review all patients admitted to hospital for signs of alcohol abuse and give them a half-hour chat about the risks and offer advice.

Smokers will also be targeted after local schemes showed that intensive help cut admission rates for drinking and tobacco-related illness.

Setting up "alcohol care teams" in the quarter of hospitals with the most drink-related illness will cost £26 million over five years but is expected to save even more by preventing 50,000 admissions a year. The NHS spends £3.5 billion a year treating alcohol

abuse. Simon Stevens, NHS England's chief executive, said: "Excess drinking can destroy families, with the NHS too often left to pick up the pieces. Alcohol and tobacco addiction remain two of the biggest causes of ill health and early death. The right support can save lives."

On Monday he will launch a ten-year plan for the NHS which was requested by Theresa May after she promised a budget boost of £20 billion by 2023.

It is expected to focus on avoiding needless hospital treatment through better local care and Mr Stevens said that patients would also get support to take greater control of their health.

NHS bosses are concerned that the plan will be unaffordable if patients are promised better care for political priorities such as cancer and mental health at the same time as shorter waits.

Jonathan Ashworth, the shadow

health secretary, said: "It's welcome that NHS bosses are now adopting Labour's policy to place specialist alcohol staff in hospitals. But these new proposals will be severely hindered by deep cuts of £34 million to alcohol and drug addiction services and £3.1 million cuts to community smoking cessation services ministers are imposing this financial year."

Councils, which are responsible for public health, said the plan's ambitions required a reversal of cuts to their budgets for preventing illness, which have been raided to give more to the NHS.

Duncan Selbie, chief executive of Public Health England, said: "Tobacco kills 1,500 people a week so helping people to quit when admitted to hospital helps them, their families and the taxpayer." He also welcomed the focus on alcohol-dependent people.

1 December 2018



NHS to offer mental health treatment for new fathers

Thousands of new fathers are to be offered screening and treatment for mental health problems on the NHS.

Help for anxious and depressed fathers will be part of the 10-year plan for the health service, which must decide how to spend the £20bn extra promised by Theresa May by 2022.

Simon Stevens, chief executive of NHS England, said: "These days dads and partners are rightly expected to be more hands-on, and NHS mental health services also need to step up and support families at times of extreme stress and anxiety."

The move comes after warnings that men's mental health was being overlooked. One in five women suffer mental health problems during pregnancy or in the first year after birth.

2 December 2018



NHS to introduce mental health checks for new fathers

Health service in England to offer help for men whose partners experience health problems

New fathers and fathers-to-be will be offered mental health checks if their partner is suffering anxiety, psychosis or postnatal depression, NHS England has announced.

While it is well recognised that pregnant women and new mothers can experience mental health problems, little attention has been paid to their partners.

NHS England describes this offer as a radical initiative, arguing that men should not be allowed to suffer in silence, attempting to help their partner but possibly experiencing distress of their own. The help may take the form of peer support, couples' behavioural therapy sessions, family and parenting interventions in community perinatal mental health settings, or other talking therapies.



Why I believe all women should go grey at 60 INSPIRE STARTS PAGE 33

THE VERDICT
Superb Football pullout

As 23,600 of you sign up for Mail campaign, health chiefs unveil major new drive to boost patient carers

NHS VOLUNTEER ARMY TO DOUBLE

EXCLUSIVE

By Sophie Borland
Health Editor

THE NHS wants to double its volunteer army in recognition of the huge benefits for patient care, the Daily Mail can reveal.

Officials plan to increase the voluntary workforce from the current 78,000 to 156,000 over the next three years.

The news comes as support is growing for the Mail's hospital volunteer campaign, which was launched at the beginning of December in partnership with Helpforce - a



fast-growing health service charity. By last night a total of 23,655 readers had signed up, pledging a combined total of 1,344,132 hours in help and support.

The campaign has been backed by JK Rowling, Claudia Winkleman and Sir Cliff Richard alongside Prime Minister Theresa May and the Archbishop of Canterbury.

NHS chiefs believe volunteers have a huge impact on patients and hospital staff, and at the same time greatly enhance their own lives.

While older volunteers stay active and connected, younger recruits gain invaluable skills

[Turn to Page 4](#)



We're Strictly an item, reveal Joe and Dianne

SEE PAGE THREE

It's official: Strictly finalist Joe Sugg has confirmed that he is in a relationship with dance partner Dianne Buswell

GLORIOUS RESPONSE WILL HELP CHANGE LIVES

BY THE HEAD OF OUR NHS

VOLUNTEERING has always been at the heart of the National Health Service. When the first NHS hospital, Trafford Park in Greater Manchester, opened its doors on July 5, 1948, the Women's Voluntary Service – which had assisted our civil defence during the Second World War – immediately signed up to help out as receptionists, canteen staff and snack trolley vendors. Seventy years on, the commitment of volunteers remains unchanged.

As the NHS marks its birthday this year volunteers are central to its celebrations, helping to organise thousands of 'Big 75s' parties to mark the milestone and raise huge sums for NHS charities.

But volunteers have always done more than push tea trolleys and help in hospital cafes – welcome though a cuppa and a sympathetic ear can be at a stressful and uncertain time.

At the NHS's inception, they also organised blood donation sessions, wrote letters for patients to loved ones and even ran 'Darby and Joan' clubs where senior citizens spending long spells in hospital could socialise.

Volunteers are not substitutes for skilled staff, but they do bring different talents and experience. There is no doubt that they aid the smooth running of the NHS by supporting staff to focus on doing what they do best, allowing them to deliver some of the best healthcare in the world.

That is why we are delighted that the Daily Mail has chosen, as its Christmas campaign, to support the Helpforce charity.

It is testimony to our country's generosity of spirit and can-do attitude that in just a few short days, more than 10,000 readers have pledged their time and energy to help the NHS.

Yesterday morning, it was heartwarming to hear listeners bombard LBC Radio's dedicated phone-in show to pledge their support for the campaign.

It is a campaign that has united people across political and generational divides – from Prime Minister Theresa May and Labour's shadow health secretary Jonathan Ashworth to singers Sir Tom Jones and Spice Girl Geri Halliwell.

THE NHS's hard-working staff have also given their backing with a wholehearted endorsement from the Royal College of Nursing, who have rightly spoken about the outstanding contributions made by those who freely give their time to help staff and patients.

As well as carrying out more traditional jobs, volunteers can help out in a number of more modern ways: from driving a mobility buggy to providing patients with basic manicures and beauty treatments.

I felt the benefit first-hand myself when, as a seven-year-old with a hip problem, I had to spend the best part of a school term stuck on a children's orthopaedic ward. As

well as the care I received from nurses, physios and doctors, volunteers were on hand to play, chat and help.

Just as medicine has advanced, so, too, has the contribution of volunteers. Indeed, there are now more than 300 different roles that they perform.

Whether it's helping patients with their physio exercises, picking up an out-patient's groceries or holding the hand of a dying patient who is without a loved one in their final hours, volunteers make a difference in so many ways. Volunteers also accompany paramedics, assisting those who may not need hospital treatment, but could use some support after, for example, a fall.

In other hospitals, volunteers help transport urgent medication from one end of an enormous hospital to another, freeing up nurses to

stay on busy wards. And the 1,400-strong 'Blood Bikers' group provide an overnight delivery service to ferry surgical tools, human milk and other much-needed medical supplies – including blood – to hospitals. For NHS staff and patients, the benefits of volunteers are clear.

BUT volunteers also hugely benefit from their own kindness and dedication by meeting others and developing their skills.

It can have a huge impact on their well-being, confidence and – for younger people – job prospects.

This initiative comes at a crucial time. Cancer care has improved dramatically, but we can do even better by catching the disease in the early stages when it is easier

to treat. Hundreds of thousands more people are getting help with mental health conditions than just a few years ago, and the NHS will ramp up provision to help address the previously hidden need.

Yes, to deliver those improvements the NHS will need to recruit and train thousands more doctors, nurses, therapists and other staff.

But to help these new clinicians focus on what they do best, the NHS also needs to recruit and train thousands more volunteers.

Age is no barrier to volunteering for the NHS. Just look at John Gaunt, 89, who was honoured as a Daily Mail health hero, for volunteering at an age when most of us would be putting our feet up.

As the NHS gears up to deliver our long-term plan to improve our services, we are asking you to heed the Daily Mail's appeal.

The expert caring staff have made our healthcare system the envy of the world. But it is our foot soldiers that allow it to function smoothly every day of the year. We need people from all walks of life to chip in and support staff, patients and their local communities. We need people like you.



COMMENTARY
by **Simon Stevens**

CHIEF EXECUTIVE OF NHS ENGLAND

DR MAX: HELPING HELPED ME

GOOD HEALTH
SEE PAGE 38