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Road to NHS ConfedExpo 2026



HSJ Information is delighted to be participating in the NHS ConfedExpo on 10-11 June. This year's agenda is centered around [8 core themes](#).

In this eight-part series, we will be providing insight and predictions into each of the 8 themes, with expert input from across the HSJ Information portfolio.

Be sure to keep an eye out for more from us in this series as we get closer to ConfedExpo. We hope you enjoy this series of insight and be sure to come say hello on the day, we'll be on Stand C30!

We begin the series on the first agenda theme: **Neighbourhood Health**

#1 of 8

Neighbourhood Health: The Future of the NHS?

Featuring contributions from



Oli Hudson
Content Director
HSJ Information



Caitlin Tilley
Correspondent,
Health Service
Journal (HSJ)
HSJ Information



Jyotika Singh
Senior Principal Consultant
HSJ Information



Mimi Launder
Correspondent,
Health Service
Journal (HSJ)
HSJ Information

Neighbourhood Health: The Future of the NHS?



Oli Hudson
Content Director
HSJ Information

As of March 2026, the government's "neighbourhood health" agenda is facing delays and growing uncertainty, despite being a central pillar of the forthcoming 10-Year Health Plan.

National guidance has slipped repeatedly. The long-awaited "model neighbourhood" document from NHS England was expected in February but had still not been published by the end of the month.



Caitlin Tilley
Correspondent, Health Service Journal (HSJ)
HSJ Information

"Unresolved questions still remain around funding flows and local accountability. Current challenges include overstretched resources, workforce shortages and integration hurdles between primary care and community services."

"At the conference, I expect systems will take the opportunity to share best practice and local thinking. However, the deeper question of whether the government's left-shift ambitions will overcome the gravitational pull of acute will still overshadow discussions."

NHS England chief executive Sir Jim Mackey has suggested 2026-27 will instead be a "stabilisation year", with a focus on local development rather than major national restructuring.

He also warned that shifting funding from hospitals to community services has historically failed to reduce hospital demand.

The policy hiatus is also slowing progress on hospital discharge reform, as Better Care Fund planning was expected to align with neighbourhood structures that have yet to be defined.

Meanwhile, infrastructure is progressing. The Treasury has confirmed plans for more than 100 neighbourhood health centres by 2030, potentially rising to 250-300 by 2035, funded partly through public-private partnerships.



Jyotika Singh

Senior Principal Consultant
HSJ Information

“The latest Neighbourhood Health Framework attempts to drive a vital “left shift” from hospitals to community-based prevention, with 250 Neighbourhood Health Centres, local hubs uniting GP services with social care and civil society, so Integrated Neighbourhood Teams can deliver proactive and personalised care for high-priority groups like those with frailty or long-term conditions.

“But for it to work, Integrated Health Organisations will need to receive population-based budgets, undo fragmentation and incentivise community investment. A strong collaborative effort is needed to ensure care is delivered “as locally as it can”.

At local level, tensions are emerging within some integrated care systems over who will lead neighbourhood services. NHS England leadership has also raised concerns about whether neighbourhood programmes currently have sufficient management rigour.



Mimi Launder

Correspondent, Health Service Journal (HSJ)
HSJ Information

“Expect a year of managed expectations for neighbourhood health.

The policy framework is still taking shape, with single neighbourhood provider and multiple neighbourhood provider contracts unlikely to be awarded this year. Given slow national guidance, the conversation at NHS ConfedExpo is likely to centre on the mechanics rather than big-picture vision. This could include who is best placed to take on the contracts, funding flows and accountability.”

FURTHER READING ON NEIGHBOURHOOD HEALTH FROM THE HSJ INFORMATION PORTFOLIO

[The Integrator: Hospital discharge policy is stranded](#)

Dave West
Deputy Editor,
Health Service
Journal (HSJ)
HSJ Information



HSJ deputy editor, Dave West details how the problem of hospital discharge has gotten lost in the storm that has engulfed health and care policy over the last 18 months.

In the final months of 2025, the number of delayed patients was up 8 per cent on 2024 to 200,000. Lost bed days rose by 6.7 per cent - topping 1.2 million.

It is widely accepted that poor flow out of hospitals is playing a big part in failing emergency care performance. Particularly so for the sickest, admitted patients, who are driving record 12-hour waits and “corridor care”.

[READ MORE](#)

[Treasury backs private borrowing to build health centres](#)

Caitlin Tilley
Correspondent,
Health Service
Journal (HSJ)
HSJ Information



HSJ correspondent, Caitlin Tilley reports on the Treasury’s approval for private borrowing to form part of a new “NHS Neighbourhood Rebuild programme”.

The buildings will be delivered with a “combination of public-private partnerships and public investment” according to HMT, which also said that “more than 100 centres” will be opened by 2030.

This is a big increase on the 40-50 neighbourhood health centres initially promised by Wes Streeting.

The treasury has also repeated an aim of 250-300 centres by 2035.

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[The Download: War and Peace](#)

Joe Talora
Correspondent,
Health Service
Journal (HSJ)
HSJ Information



HSJ technology correspondent, Joe Talora reports from the HSJ Digital Transformation Summit, which took place in February and brought together technology leaders from across the NHS and the private sector.

Discussions among delegates revealed a potential gap between how the centre sees things and the reality on the frontline, along with a creeping sense of doubt being cast upon the future of EPRs.

Key questions about a new national technology fund also dominated conversations, where Treasury negotiations are ongoing and a final figure is expected in April 2026.

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Stand C30**

