RESEARCH **Open Access**

Reducing Health Inequalities in the NHS: Strategic Approaches and Implementation Framework

Krishna Prasad Sharma*

Abstract

Background: Health inequalities across socioeconomic, ethnic, and geographic groups persist as a major challenge for the National Health Service (NHS), undermining operational effectiveness, financial sustainability, and public trust (NHS England, 2025; The Health Foundation, 2023). These disparities result in unequal access, poorer outcomes, and increased demand on healthcare resources.

Objective: This study develops a comprehensive, evidence-based strategy for reducing health inequalities in the NHS, integrating Core20PLUS5 priorities, place-based interventions, workforce equity, VCSE collaboration, and data-driven monitoring.

Methods: A structured search was conducted using PubMed, CINAHL, and Google Scholar to identify peer-reviewed articles, policy documents, and grey literature from governmental and health organisations (NHS England, 2022; The Health Foundation, 2023; Marmot, 2015). Data extraction focused on drivers of inequalities, structural interventions, and measurable outcomes. External and internal factors were analysed through a PESTLE framework, case studies, and policy review. SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) objectives were developed across the clinical, workforce, community, and patient safety domains.

Results: Key interventions include increasing vaccination uptake by 15% among deprived populations, achieving 80% annual health check uptake in people with severe mental illness, ensuring 70% continuity of maternity care, increasing early-stage cancer detection by 10%, and managing 80% of undiagnosed hypertension cases. Workforce equity measures aim for 25% increased representation of under-represented groups and a 50% reduction in pay disparities. Community and VCSE (Voluntary, Community and Social Enterprise) engagement are projected to increase participation in preventive programs by 20%. Monitoring is facilitated by integrated dashboards within ICSs and a mixed-methods evaluation framework.

Conclusion: A coordinated, evidence-based, place-based approach integrating Core20PLUS5 priorities, workforce equity, and community partnerships offers a feasible pathway to reduce health inequalities in the NHS. Sustained leadership, cross-sector collaboration, and robust data collection are critical to achieving measurable improvements in population health, service quality, and equity.

Key words : Health inequalities , National Health Service (NHS), Core20PLUS5 framework,Integrated Care Systems (ICS),Workforce equity,Community engagement,Population health management,Health policy implementation,Socioeconomic disparities, Preventive healthcare strategies

*Correspondence:
Krishna Prasad Sharma
Nursing, Brunel University London, UK,
BA, B.ED & MA , Tribhuwan University, Nepal

Received Date: March 04, 2026; Accepted date: March 11, 2026; Published Date: March 17, 2026

Citation: Krishna Prasad Sharma, Adv Clin Med Sci, “Reducing Health Inequalities in the NHS: Strategic Approaches and Implementation Framework”. 2026; 4(2): 117

Copyright: © 2026 Krishna Prasad Sharma. This is an open-access article distributed under the terms of the Creative Commons Attribution License.

Introduction

Health inequalities remain a persistent strategic challenge for the National Health Service (NHS), affecting populations across socioeconomic, ethnic, and geographic lines (NHS England, 2025; The Health Foundation, 2023). Despite delivering comprehensive publicly funded healthcare to over 60 million people, disparities in access, outcomes, and experience threaten operational effectiveness, resource sustainability, and population health equity (NHS England, 2025). Health inequalities are recognised as one of the nine major strategic challenges confronting the NHS, as highlighted in the NHS Long Term Plan (2019), which commits to improving equity across diverse population groups.

Socioeconomic deprivation is a key driver of inequalities, restricting timely access to healthcare and contributing to higher disease burdens among disadvantaged populations. Ethnic and minority groups experience higher rates of chronic conditions and poorer outcomes, while regional variations in service provision create geographic disparities in access (The Health Foundation, 2022). These inequalities affect a broad range of stakeholders: patients experience delayed care and worse health outcomes, NHS staff must manage more complex needs with limited resources, policymakers are pressured to allocate services equitably, and community organisations are tasked with addressing wider social determinants of health (Morris & Robertson, 2024; England, 2023).

The COVID-19 pandemic further exposed structural inequalities, with mortality disproportionately affecting deprived and ethnic minority populations (Katikireddi et al., 2021; Williams et al., 2022). These findings underscore the urgent need for comprehensive strategies that embed equity at the core of NHS operations. The NHS's strategic vision is to reduce disparities in access, experience, and outcomes through a multifaceted approach integrating preventive interventions, place-based planning, workforce equity, and data-driven performance monitoring (NHS, 2022; Marmot, 2015).

Materials & Methods

A systematic literature and policy review was conducted to identify interventions, frameworks, and evidence supporting the reduction of health inequalities in the NHS. The search was performed using electronic databases including PubMed, CINAHL, and Google Scholar to identify relevant peer-reviewed articles, policy documents, and grey literature from governmental and health organisations (NHS England, 2022; The Health Foundation, 2023). Search terms included "health inequalities," "socioeconomic disparities," "ethnic disparities," "Core20PLUS5," "Integrated Care Systems," and "population health management."
Inclusion criteria were UK-focused studies, policy documents, and reports addressing health disparities, structural interventions, and measurable outcomes. Exclusion criteria included non-UK studies or those unrelated to healthcare delivery. Data were extracted regarding drivers of inequalities, clinical interventions, workforce initiatives, community engagement, VCSE partnerships, and monitoring frameworks.
External factors influencing inequalities were analysed using a PESTLE framework, including political, economic, social, technological, legal, and environmental determinants (CIPD, 2025). Internal organisational factors, such as leadership prioritisation, workforce diversity, staff training, and resource allocation, were assessed for their capacity to support equity-focused strategies (NHS England, 2022). Case studies including the Marmot Review and COVID-19 outcomes were examined to illustrate the impact of structural inequalities on population health (Faculty of Public Health, 2025; Katikireddi et al., 2021).

A **strategic framework** was developed, operationalised through SMART objectives targeting clinical care, workforce equity, patient

safety, and community engagement. Implementation planning included the creation of a Health Inequalities Steering Group within Integrated Care Systems (ICSs), formal engagement with VCSE organisations, and the use of population health management systems such as EMIS and SystmOne for monitoring and evaluation (NHS England, 2023; NHS Digital, 2025).

Evaluation used a mixed-methods approach, combining quantitative KPIs (clinical, workforce, and patient safety outcomes) with qualitative stakeholder feedback via surveys, focus groups, and case studies (Crowe et al., 2011; Taylor et al., 2014).

Results

Clinical Interventions

Implementation of targeted clinical interventions is projected to significantly improve outcomes for the Core20PLUS5 populations. Vaccination uptake for COVID-19, influenza, and pneumococcal disease is targeted to increase by 15% within 12 months. Annual health checks for people with severe mental illness are planned to reach 80% within 18 months. Continuity of maternity care in deprived areas is targeted at 70% within 24 months, while early-stage cancer detection is projected to increase by 10% within 36 months. Identification and management of undiagnosed hypertension is expected to cover 80% of cases within 18 months (Public Health England, 2022; NHS England, 2023).

Figure 1 (Strategic Framework Diagram) illustrates the NHS approach, integrating clinical interventions, workforce equity, and community engagement under ICS governance, ultimately leading to reduced health inequalities.

Workforce Equity

Workforce equity initiatives aim to enhance diversity and inclusion while improving morale and retention. Targets include a 25% increase in under-represented groups in leadership roles, a 50% reduction in pay disparities, and 90% staff completion of health inequalities training (NHS Employers, 2023; Health Education England, 2023). Additional interventions address bullying, harassment, and international staff support (NHS People Plan, 2020; NHS EDI Improvement Plan, 2023).

Community Engagement & VCSE Partnerships

Community-based interventions focus on preventive health, outreach, and co-produced initiatives with VCSE organisations. Participation in health and wellbeing programs is projected to increase by 20% over two years. At least 50 VCSE organisations will be formally engaged, co-designing ten community-led programs and leading five research or advocacy projects. A minimum of 10% of prevention or inequalities funding will be directed toward VCSE delivery (LGA, 2023; How health and care systems can work better with VCSE partners, 2021).

Patient Safety & Data Monitoring

Patient safety improvements target 95% completeness of ethnicity data, 80% recording of protected characteristics in incident reports, 90% staff training completion, and universal access to interpretation services (NHS, 2025; Health Education England, 2021). Mixed methods monitoring via ICS dashboards and quarterly reviews ensures ongoing assessment of clinical, workforce, and community outcomes (Taylor et al., 2014; CQC, 2025).

Bar Chart of SMART Clinical Objectives

Figure 2 shows the projected improvement for key clinical objectives: vaccination uptake (15%), annual health checks (80%), continuity of maternity care (70%), early-stage cancer detection (10%), and hypertension management (80%). Each bar represents target improvements across Core20PLUS5 populations, integrating both clinical and population health priorities.

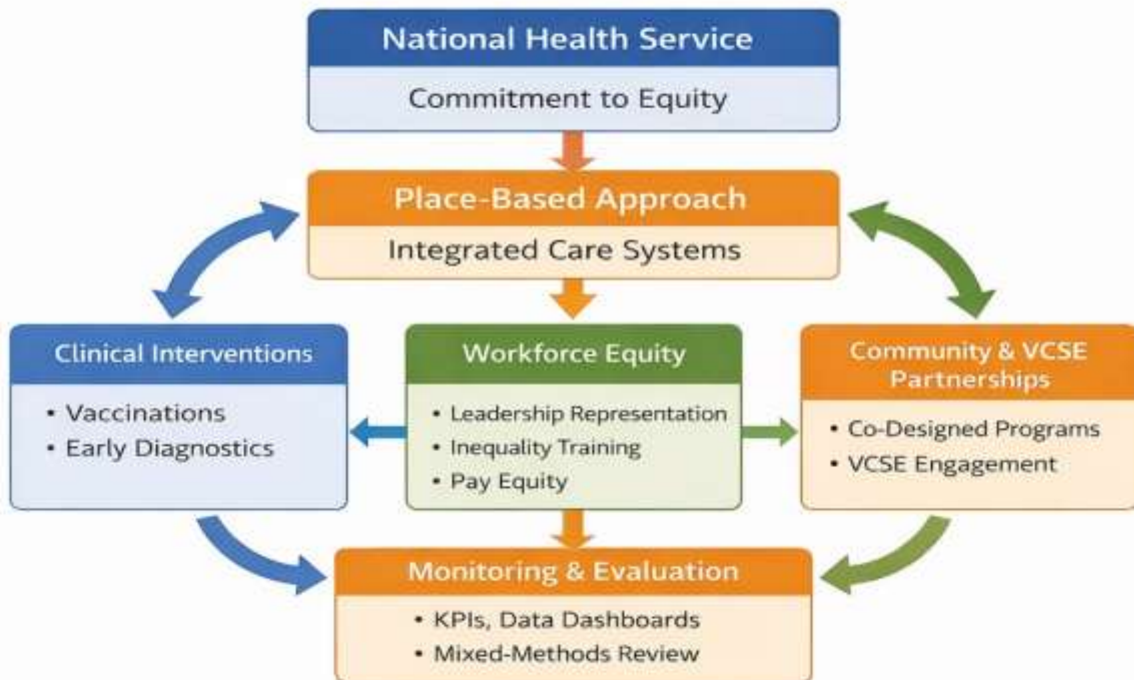

Figure 1: Strategic Framework to Reduce Health Inequality in the NHS

Figure 2: SMART Clinical Objectives and Targets

Discussion

Reducing health inequalities in the NHS requires a system-level, multi-dimensional approach. Place-based strategies delivered via ICSs allow interventions tailored to local populations while fostering partnerships with VCSE organisations (Naylor & Charles, 2022). Clinical improvements, workforce equity, and community engagement must be coordinated through robust governance and data infrastructure.
Upstream interventions targeting social determinants—housing, education, and income—provide long-term benefits but face challenges including funding constraints and political variability (Marmot et al., 2020; Department of Health & Social Care, 2022). Short-term, feasible strategies such as embedding lived experience, anti-racism initiatives, and co-production with communities can deliver measurable outcomes within existing structures (Bailey & West, 2022; The King's Fund, 2021).

Case studies, including COVID-19 mortality and Marmot Review findings, illustrate that structural inequalities directly shape health outcomes, highlighting the importance of integrated, evidence-based interventions (Faculty of Public Health, 2025; Katikireddi et al., 2021; Williams et al., 2022).

SMART objectives provide clarity, accountability, and measurable targets for clinical care, workforce diversity, and community engagement. Monitoring using mixed-methods evaluation captures both quantitative outcomes and qualitative experiences, ensuring interventions are culturally relevant and effective (Bodini & Gentilini, 2020; Crowe et al., 2011).

Financial sustainability and workforce morale are linked to reductions in inequity, as decreasing variation in access and outcomes alleviates acute service pressures, strengthens organisational legitimacy, and improves staff retention (Public Health England, 2017; Anderson et al., 2021).

Conclusion

Persistent health inequalities challenge the NHS's ability to deliver high-quality, equitable care. This study demonstrates that a comprehensive, evidence-based, place-based approach integrating Core20PLUS5 priorities, workforce equity, VCSE partnerships, and data-driven monitoring can reduce disparities in access, outcomes, and patient experience. Effective implementation relies on strong ICS governance, leadership accountability, sustained investment in preventive care, and robust data collection on ethnicity and protected characteristics.

Embedding equity as a core organisational priority strengthens legitimacy, improves workforce morale, and ensures high-quality care across populations (Marmot et al., 2020; The Health Foundation, 2024). Sustained cross-sector collaboration and community engagement are critical for long-term, measurable improvements in population health and social justice. Through coordinated, multi-level interventions, the NHS can effectively reduce health inequalities while enhancing operational sustainability, patient outcomes, and public trust.

Domain	Intervention / Target	Timeframe	KPI / Outcome Clinical
Clinical	Increase vaccination coverage	12 months	(+)15% in Core20 populations
	Annual health checks (SMI)	18 months	80% coverage
	Continuity of maternity care	24 months	70% continuity
	Early cancer detection	36 months	+10% early-stage diagnosis
	Hypertension identification & management	18 months	80% cases managed
Workforce	Representation of under-represented groups	24 months	(+)25%
	Pay disparity reduction	24 months	-50%
	Staff completion of inequalities training	12 months	≥90%
Community / VCSE	Participation in health & wellbeing programs	24 months	(+)20%
	VCSE engagement & program delivery	18-24 months	≥50 organisations; ≥10 programmes
Patient Safety	Completeness of ethnicity and protected-characteristics data	24 months	≥95% ethnicity; ≥80% protected characteristics
	Access to interpretation services	24 months	100% availability

Clinical, Workforce, Community, and Patient safety Domains

References

1. Abdel-Razik, M.S.M., Rizk, H.I., Zein, M.M., Abdel-Megeid, S.M.E.S. and Abd El Fatah, S.A.M. (2023). Promoting the culture of key performance indicators (KPIs) among primary health care staff at health district level: An intervention study. *Evaluation and Program Planning*, [online] 96, p.102188. doi: https://doi.org/10.1016/j.evalprogplan.2022.102188
2. Anderson, M., O'Neill, C., Macleod Clark, J., Street, A., Woods, M., Johnston-Webber, C., Charlesworth, A., Whyte, M., Foster, M., Majeed, A., Pitchforth, E., Mossialos, E., Asaria, M. and McGuire, A. (2021). Securing a sustainable and fit-for-purpose UK health and care workforce. *The Lancet*, 397(10288), pp.1992–2011. doi: https://doi.org/10.1016/S0140-6736(21)00231-2
3. Bailey, S. and West, M. (2022). *What Is Compassionate leadership?* [online] The Kings Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/what-is-compassionate-leadership
4. Bartley, M. and Kelly-Irving, M., 2024. Health Inequality: An Introduction to Concepts, Theories and Methods. 3rd ed. John Wiley & Sons, 288 pp. Available at: https://www.google.co.uk/books/edition/Health_Inequality/YfsvEQAAQBAJ?hl=en
5. British Geriatrics Society. (2025). Core20PLUS5 Framework | British Geriatrics Society. [online] Available at: https://www.bgs.org.uk/core20plus5.
6. Campbell, F. (2010). The social determinants of health and the role of local government introduced and edited. [online] Available at: https://www.local.gov.uk/sites/default/files/documents/social-determinants-healt-25f.pdf
7. Care Quality Commission (2025). Addressing health inequalities through engagement with people and communities - Care Quality Commission. [online] Cqc.org.uk. Available at: https://www.cqc.org.uk/local-systems/integrated-care-systems/framework-engaging-people-and-communities/health-inequalities-engagement-framework
8. Charity Commission for England and Wales (2025) Charity Details: Registered Charity No. 5085694. Available at: https://register-of-charities.charitycommission.gov.uk/en/charity-search?p_p_id=uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet&p_p_lifecycle=2&p_p_state=maximized&p_p_mode=view&p_p_resource_id=%2Faccounts-resource&p_p_cacheability=cacheLevelPage&_uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_objectiveId=A16391318&_uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_priv_r_p_mvcRenderCommandName=%2Ffull-print&_uk_gov_ccew_onereg_charitydetails_web_portlet_CharityDetailsPortlet_priv_r_p_organisationNumber=5085694
9. Chiara Bodini and Gentilini, V. (2020). Addressing Health Inequities in the City of Bologna: A Mixed-Method, Multi Stakeholder and Action-Research Approach Towards Health Equity. Green energy and technology, pp.93–112. doi: https://doi.org/10.1007/978-3-030-49446-9_8
10. CIPD (2025). PESTLE Analysis. [online] CIPD. Available at: https://www.cipd.org/uk/knowledge/factsheets/pestle-analysis-factsheet/
11. Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A. and Sheikh, A. (2011). The case study approach. BMC Medical Research Methodology, 11(1), pp.1–9. doi: https://doi.org/10.1186/1471-2288-11-100
12. Delafield, N.L., Havanur, A., Bonner, T.J., Horsley, R., Mead-Harvey, C., Bersoux, S., White, K., Ali, N. and Milam, A.J. (2025). A Community-Based Intervention to Address Social Determinants of Health: A Pilot Study. The Joint Commission Journal on Quality and Patient Safety. [online] doi: https://doi.org/10.1016/j.jcjq.2025.08.002.
13. Department of Health & Social Care (2022). Guidance on the preparation of integrated care strategies. [online] GOV.UK. Available at: https://www.gov.uk/government/publications/guidance-on-the-preparation-of-integrated-care-strategies/guidance-on-the-preparation-of-integrated-care-strategies.
14. Department of Health and Social Care (2023). The NHS Constitution for England. [online] GOV.UK. Available

at: https://www.gov.uk/government/publications/the-nhs-constitution-for-england/the-nhs-constitution-for-england

15. Department of Health and Social Care (2025). Fit for the future: 10 Year Health Plan for England - Executive Summary. [online] GOV.UK. Available at: https://www.gov.uk/government/publications/10-year-health-plan-for-england-fit-for-the-future/fit-for-the-future-10-year-health-plan-for-england-executive-summary.
16. England, N. (2025). NHS England» Improvement framework: community language translation and interpreting services. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/improvement-framework-community-language-translation-and-interpreting-services/
17. England, N. (2025). NHS England» Medium Term Planning Framework – delivering change together 2026/27 to 2028/29. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/medium-term-planning-framework-delivering-change-together-2026-27-to-2028-29/
18. Faculty of Public Health (FPH) (2025) The role of the NHS in prevention: a view from 2024. Discussion paper. London: Faculty of Public Health. Available at: https://www.fph.org.uk/media/u1ofhkao/fph-the-role-of-the-nhs-in-prevention.pdf
19. GOV.UK (2010). Equality Act 2010. [online] Legislation.gov.uk. Available at: https://www.legislation.gov.uk/ukpga/2010/15/contents/enacted
20. Government Office for Science (2023). Systems Leadership Guide: how to be a systems leader. [online] GOV.UK. Available at: https://www.gov.uk/government/publications/systems-leadership-guide-for-civil-servants/systems-leadership-guide-how-to-be-a-systems-leader
21. Health Education England (2021) NHS Patient Safety Syllabus v2.1. Health Education England. Available at https://www.hee.nhs.uk/sites/default/files/NHS%2520Patient%2520Safety%2520Syllabus.pdf
22. How health and care systems can work better with VCSE partners. (2021). Available at: https://www.nhsconfed.org/system/files/2021-06/How-health-and-care-systems-can-work-better-VCSE.pdf
23. Katikireddi, S.V., Lal, S., Carrol, E.D., Niedzwiedz, C.L., Khunti, K., Dundas, R., Diderichsen, F. and Barr, B. (2021). Unequal Impact of the COVID-19 Crisis on Minority Ethnic groups: a Framework for Understanding and Addressing Inequalities. J Epidemiol Community Health, [online] 75(10). doi: https://doi.org/10.1136/jech-2020-216061
24. LGA (2023). Toolkit: Partnership working with the voluntary and community sector | Local Government Association. [online] www.local.gov.uk. Available at: https://www.local.gov.uk/publications/toolkit-partnership-working-voluntary-and-community-sector
25. Marmot, M. (2010). Fair Society, Healthy Lives: The Marmot Review. [online] The Marmot Review. Available at: https://www.parliament.uk/globalassets/documents/fair-society-healthy-lives-full-report.pdf
26. Marmot, M. (2015). The health gap: the challenge of an unequal world. The Lancet, 386(10011), pp.2442–2444. doi: https://doi.org/10.1016/s0140-6736(15)00150-6.
27. Marmot, M., Allen, J., Boyce, T., Goldblatt, P. and Morrison, J., 2020. Health Equity in England: The Marmot Review 10 Years On. London: Institute of Health Equity, commissioned by the Health Foundation. Available at: https://www.health.org.uk/funding-and-partnerships/our-partnerships/health-equity-in-england-the-marmot-review-10-years-on
28. Mistry, P. and Jabbal, J. (2023). Moving From Exclusion To Inclusion In Digital Health And Care. [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/exclusion-inclusion-digital-health-care
29. Morris, L. and Robertson, R. (2024). Tackling Health Inequalities | Seven Priorities For The NHS | The King's Fund. [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/tackling-health-inequalities-seven-priorities-nhs
30. Morris, L. and Robertson, R. (2024a). Tackling Health Inequalities | Seven Priorities For The NHS | The King's Fund. [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/tackling-health-inequalities-seven-priorities-nhs
31. Naylor, C. and Charles, A. (2022). Place-based Partnerships Explained. [online] The King's Fund.

Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/place-based-partnerships-explained

32. Naylor, C. and Charles, A. (2022a). Place-based Partnerships Explained. [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/place-based-partnerships-explained
33. NHS (2022). Equality Diversity and Inclusion Policy HR01. [online] Available at: https://resolution.nhs.uk/wp-content/uploads/2020/02/Equality-Diversity-and-Inclusion-Policy-HR01.pdf
34. NHS Confederation. (2025). The state of integrated care systems 2024/25. [online] Available at: https://www.nhsconfed.org/publications/state-integrated-care-systems-202425
35. NHS Digital. (2025). Data dashboards. [online] Available at: https://digital.nhs.uk/dashboards
36. NHS digital (2012). Information Standards - NHS Digital. [online] NHS Digital. Available at: https://digital.nhs.uk/data-and-information/information-standards.
37. NHS Employers (2025) Equality, diversity, and inclusion. Available at: https://www.nhsemployers.org/EDI
38. NHS Employers (2025) Partners. Available at: https://www.nhsemployers.org/partners
39. NHS England (2019). NHS Long Term Plan. [online] NHS England. Available at: https://www.longtermplan.nhs.uk/
40. NHS England (2019). The NHS Patient Safety Strategy. [online] NHS England. Available at: https://www.england.nhs.uk/patient-safety/the-nhs-patient-safety-strategy/
41. NHS England (2020). NHS England» Our NHS People. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/our-nhs-people/
42. NHS England (2020). Our approach to reducing healthcare inequalities. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/our-approach-to-reducing-healthcare-inequalities/
43. NHS England (2021). Core20PLUS5 an Approach to Reducing Health Inequalities. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/
44. NHS England (2021). National Healthcare Inequalities Improvement Programme. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/
45. NHS England (2021) Patient experience and reducing health inequalities. Available at: https://www.england.nhs.uk/mat-transformation/matrons-handbook/patient-experience-and-reducing-healthinequalities/
46. NHS England (2021). NHS England» Evidence for the five clinical priorities. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/evidence-for-the-five-clinical-priorities/
47. NHS England (2022). NHS England» Core20PLUS5 – An approach to reducing health inequalities for children and young people. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/core20plus5-cyp/
48. NHS England (2022a). NHS England» Core20PLUS5 – An approach to reducing health inequalities for children and young people. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/about/equality/equality-hub/national-healthcare-inequalities-improvement-programme/core20plus5/core20plus5-cyp/
49. NHS England (2022). What Are Integrated Care systems? [online] NHS England. Available at: https://www.england.nhs.uk/integratedcare/what-is-integrated-care/
50. NHS England (2023). NHS England» NHS equality, diversity, and Inclusion Improvement Plan. [online] NHS England. Available at: https://www.england.nhs.uk/long-read/nhs-equality-diversity-and-inclusionimprovement-plan/

51. NHS England (2023). NHS England» Population health management. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/long-read/population-health-management/
52. England, N. (2023). *NHS England» Annual report on NHS England's work on healthcare inequalities and the NHS Race and Health Observatory*. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/annual-report-on-nhs-englands-work-on-healthcare-inequalities-and-the-nhs-race-and-health-observatory/?utm_source=chatgpt.com
53. NHS England (2024). NHS England» Population Health and the Population Health Management Programme. [online] www.england.nhs.uk. Available at: https://www.england.nhs.uk/integratedcare/phm/
54. NHS England (2024). NHS population screening programmes: KPI reports 2024 to 2025. [online] GOV.UK. Available at: https://www.gov.uk/government/collections/nhs-population-screening-programmes-kpi-reports-2024-to-2025
55. NHS England (2025). 2025/26 priorities and operational planning guidance. [online] NHS England. Available at: https://www.england.nhs.uk/long-read/2025-26-priorities-and-operational-planning-guidance/
56. NHS England (2025). NHS England» NHS England's statement on information on health inequalities. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/nhs-englands-statement-on-information-on-health-inequalities/#appendix-2-key-lines-of-enquiry-kloes-to-inform-how-inequalities-information-should-be-used
57. NHS England (2025). NHS England» Patient safety healthcare inequalities reduction framework. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/patient-safety-healthcare-inequalities-reduction-framework/
58. NHS England (2025). NHS England» Strategic commissioning framework. [online] England.nhs.uk. Available at: https://www.england.nhs.uk/long-read/strategic-commissioning-framework/
59. Nhsrho.org. (2025). Welcome To Zscaler Directory Authentication. [online] Available at: https://nhsrho.org/research/ethnic-inequalities-in-healthcare-a-rapid-evidence-review-2/
60. NHS Leadership Academy (2015). Inclusion, Equality and Diversity - NHS Leadership Academy. [online] NHS Leadership Academy. Available at: https://www.leadershipacademy.nhs.uk/resources/inclusion-equality-and-diversity/
61. NHS Providers.org. (2022). Data. [online] Available at: https://nhsproviders.org/resources/united-against-health-inequalities-moving-in-the-right-direction/barriers-and-enablers-to-tackling-health-inequalities/data
62. Public Health England (2017). Reducing health inequalities: system, scale and sustainability. [online] Available at: https://assets.publishing.service.gov.uk/media/5b642ab240f0b635792683cc/Reducing_health_inequalities_system_scale_and_sustainability.pdf
63. Public Health England (2017). Social Determinants of Health. [online] gov.uk. Available at: https://www.gov.uk/government/publications/health-profile-for-england/chapter-6-social-determinants-of-health
64. Public Health England (2018). Health matters: reducing health inequalities in mental illness. [online] Public Health England. Available at: https://www.gov.uk/government/publications/health-matters-reducing-health-inequalities-in-mental-illness/health-matters-reducing-health-inequalities-in-mental-illness
65. Public Health England (2021). Inclusion health: applying all our health. [online] GOV.UK. Available at: https://www.gov.uk/government/publications/inclusion-health-applying-all-our-health/inclusion-health-applying-all-our-health
66. Public Health England (2022). Community-centred practice: applying All Our Health. [online] GOV.UK. Available at: https://www.gov.uk/government/publications/community-centred-practice-applying-all-our-health/community-centred-practice-applying-all-our-health
67. Ross, S., Blythe, N., Jabbal, J. and Nwasike, C. (2025). Place-based partnerships Challenges and opportunities. [online] Available at:

https://assets.kingsfund.org.uk/f/256914/x/41a2e8484a/place_based_partnerships_report.pdf

68. Taylor, M.J., McNicholas, C., Nicolay, C., Darzi, A., Bell, D. and Reed, J.E. (2014). Systematic Review of the Application of the Plan–do–study–act Method to Improve Quality in Healthcare. BMJ Quality & Safety, [online] 23(4), pp.290–298. doi: https://doi.org/10.1136/bmjqs-2013-001862
69. The Health Foundation. (2023). Nine major challenges facing health and care in England. [online] Available at: https://www.health.org.uk/reports-and-analysis/briefings/nine-major-challenges-facing-health-and-care-in-england#lf-section-200046-anchor
70. The Health Foundation (2022). Health inequalities | The Health Foundation. [online] www.health.org.uk. Available at: https://www.health.org.uk/evidence-hub/health-inequalities
71. The Health Foundation. (2023). Health Equity in England: The Marmot Review 10 Years On. [online] Available at: https://www.health.org.uk/reports-and-analysis/reports/health-equity-in-england-the-marmot-review-10-years-on-0?gad_source=1&gad_campaignid=13881943804&gbraid=0AAAAADunFmSfioYJeUlIg9L7KPpB1vODB&gclid=Cj0KCQiAo4TKBhDRARIsAGW29bcIlejsTSqaPQpnIHzcL4JgV-xE87W1URGM62VsKVJvCSEdinSPDlQaAuiyEALw_wcB
72. The Health Foundation. (2024). How can the next government take prevention from rhetoric to reality? [online] Available at: https://www.health.org.uk/reports-and-analysis/briefings/how-can-the-next-government-take-prevention-from-rhetoric-to-reality
73. The King's Fund. (2021). The NHS's Role in Tackling Poverty. [online] Available at: https://www.kingsfund.org.uk/insight-and-analysis/reports/nhs-role-tackling-poverty
74. The King's Fund. (2023). Actions To Support Partnership. [online] Available at: https://www.kingsfund.org.uk/insight-and-analysis/reports/actions-to-support-partnership
75. Wellings, D. (2023). Patient Experience: Who Is Listening? | The King's Fund. [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/blogs/patient-experience-who-is-listening
76. Williams, E., Buck, D., Babalola, G. and Maguire, D. (2022). What Are Health Inequalities? [online] The King's Fund. Available at: https://www.kingsfund.org.uk/insight-and-analysis/long-reads/what-are-health-inequalities
77. Wood, M. and Finlayson, S. (2020). Health on the high street. [online] Available at: https://www.nhsconfed.org/system/files/media/Health%20on%20the%20High%20Street.pdf
78. World Health Organisation (2025). Community-centred design of integrated social and health care services that address the social determinants of health equity. [online] Available at: https://www.who.int/initiatives/action-on-the-social-determinants-of-health-for-advancing-equity/knowledge-sharing-hub/strategic-entry-point-2/community-centred-design-of-integrated-social-and-health-care-services-that-address-the-social-determinants-of-health-equity
79. World Health Organization (2025). Health Inequality Monitor. [online] www.who.int. Available at: https://www.who.int/data/inequality-monitor