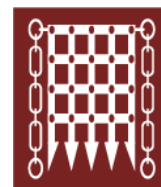


**Westminster Health Forum policy conference:  
Elective recovery and waiting time reform in England**

*Timing: Morning, Thursday, 25<sup>th</sup> September 2025*

**\*\*\*Taking place online\*\*\***



**WESTMINSTER  
HEALTH FORUM**

*Draft agenda subject to change*

- 8.30 Registration
- 9.00 **Chair's opening remarks**  
Senior Parliamentary
- 9.05 **Assessing the Reforming Elective Care for Patients plan and key considerations for delivery**  
**Dr Francesca Cavallaro**, Senior Analytical Manager, The Health Foundation
- 9.15 **Examining NHS elective recovery transformation programmes and lessons for the future**  
**Ashley McDougall**, Director, Local Service Delivery Value for Money, National Audit Office
- 9.25 **Strategic priorities for tackling elective recovery and waiting times - the role of NHS policy reform and accountability in delivering improvement**  
*assessing commitments in the elective reform plan / meeting and sustaining the 18-week standard / the role of the 3 shifts in the 10-Year Health Plan in enabling elective recovery / New National Cancer Plan / enhancing patient choice and addressing health inequalities / funding priorities / improving leadership and the role of new performance-based pay structure for senior NHS leaders / impact of the NHS and Independent Sector Partnership Agreement / priorities for infrastructure, digital transformation and the use of AI / patient records, expansion of the NHS app and Manage Your Referral website / increasing patient-initiated follow-up / ICSs and collaboration going forward*  
**Richard Samuel**, Managing Director, RO5 Consulting  
Senior representative, NHS trust  
Senior representative, workforce  
Senior representative, ICS  
Senior representative, consultancy
- 9.55 Questions and comments from the floor
- 10.20 **Next steps for the independent sector and NHS elective recovery - commissioning, patient choice and transparency, improving treatment access, and growth in diagnostics**  
Senior representative, independent sector  
Questions and comments from the floor
- 10.45 **Chair's closing remarks**  
Senior Parliamentary
- 10.50 Break
- 11.00 **Chair's opening remarks**  
Senior Parliamentary
- 11.05 **Empowering patients during their elective care - improving communication and experience, and tackling waiting list disparities**  
**Paul Callaghan**, Policy Manager, Healthwatch England  
Questions and comments from the floor
- 11.30 **Key priorities for delivering efficient and collaborative perioperative care for surgical patients across England**  
**Professor Scarlett McNally**, Deputy Director, Centre for Perioperative Care
- 11.45 **Next steps for increasing diagnostic capacity - community diagnostic centres, utilising AI, and addressing workforce and infrastructure challenges**  
**Dr Stephen Harden**, President-elect, Royal College of Radiologists
- 12.00 **Supporting patients whilst on waiting lists - levers for improving system capacity and patient flow to deliver elective recovery reform**  
*strategies for delivering collective care, including one-stop and super clinics / enabling community diagnostics and future opportunities for community diagnostic centres / mitigating the impact on patient health of waiting for planned care / tackling health inequalities / strategies for effective post-operative care and enhanced recovery pathways / increasing surgical capacity and the delivery of surgical hubs / assessing latest developments in technology and priorities for implementation / the role of care in the community*  
**Dr Joanna McLaughlin**, NIHR Clinical Lecturer, University of Bristol  
Senior representative, NHS trust  
Senior representative, community care  
Senior representative, surgery hub  
Senior representative, patients
- 12.30 Questions and comments from the floor
- 12.55 **Chair's and Westminster Health Forum closing remarks**  
Senior Parliamentary  
**Jessica Lear**, Westminster Health Forum