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The Norfolk and Waveney Health and Care Partnership

Norfolk and Waveney STP Executive briefing note (July 2019) (extract)

Here's an update summarising the key issues discussed by the Norfolk and Waveney STP Executive at their meeting on 19 July 2019.

Creating a digital team for our partnership

- Our Digital Strategy outlines the ambition of our partnership to use technology to deliver care in new and innovative ways. To enable this to happen as effectively as possible, the STP Executive agreed to establish a single digital team, including business intelligence, to bring colleagues from our NHS organisations together.
- Anthony Lundrigan, Chief Information Officer for our partnership and the NNUH, explained that creating one team will make it much easier for us to deliver the digital transformation that we need to make and improve care, help build resilience and increase our capability, as well as reduce duplication and deliver economies of scale.
- There is a significant amount of work to deliver our ambition of having one team. As a first step, our teams will work closer together and all the NHS organisations in our partnership will continue to have their own separate digital services. This will enable organisations to continue to support existing priorities, whilst addressing new challenges jointly. We can share knowledge and learning, and look to standardise services where appropriate.
- The next step is for Anthony Lundrigan to work with digital leaders from all of the organisations in our partnership to draft a Memorandum of Understanding and a more detailed paper for boards to consider in September.

How to understand if we're making progress on our key projects

- As a partnership we have many colleagues from different organisations working together on a wide range of projects to improve care and transform our system. Each of our organisations has their own ways of working, of managing projects and reporting progress.
- The STP Executive discussed how we can put in place a better and more consistent way of understanding how we are progressing with key pieces of work as a system.
- There are many different Programme Management Office (PMO) models and methodologies. The STP Executive agreed to form a PMO network for our partnership to share learning and to develop a single PMO methodology and a consistent way of reporting.

Demand and Capacity review update

- Last year we conducted our Demand and Capacity Review, which set out in more detail the major challenges facing the NHS and social care. The findings from the review included that we will have a shortfall of 500 beds and 900,000 GP appointments by 2023.
- The STP Executive discussed the progress that has been made to reduce demand and increase capacity since the review was conducted. It is estimated that when the projects we are working on this year come to fruition, we will have reduced our shortfall by 90 bed days and 155,000 GP appointments.
- Further work is being done to quantify the impact of other changes we are making on demand for services and our capacity. More work needs to be done around reducing the length of time people stay in hospital and on outpatients transformation in line with the Long Term Plan.

Managing the finances of our health and care system

- Key to our success as a partnership will be to work much more closely together to manage our finances. Here are the key points from our latest system finance report:
    - After the first quarter of the year we are broadly on track with our financial plan. As a result we received £12.3m of ‘one-off’ funding because we met our planned control totals.
    - The NHS organisations in our partnership are planning to make £122.1m of savings (CIPs & QIPPs) this year. In the first three months we have made £20.4m of savings, which is £1.4m less than we had planned. There is significant work to do throughout the rest of the year to ensure that our CIPs and QIPPs are delivered on time.
    - Our five year plan for Norfolk and Waveney is in progress and all of our NHS organisations have produced their own draft five year financial plans for consolidation and review.
    - As part of the development of our five year plan, our Memorandum of Understanding setting-out how we will work together to address our financial challenge will be redrafted and it is expected it will be considered by boards in late summer 2019.