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Developing our five year plan

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Background - our partnership

- Across the country, health and care organisations have been working together as a Sustainability and Transformation Partnerships, or STPs, for the past three years.
- Locally, our STP is often referred to as the Norfolk and Waveney Health and Care Partnership.
- Our partnership includes local GP practices, hospitals, community care, social services and mental health teams, and together we provide services to more than a million people.
- Visit our website to find out more about us: **www.norfolkandwaveneypartnership.org.uk**

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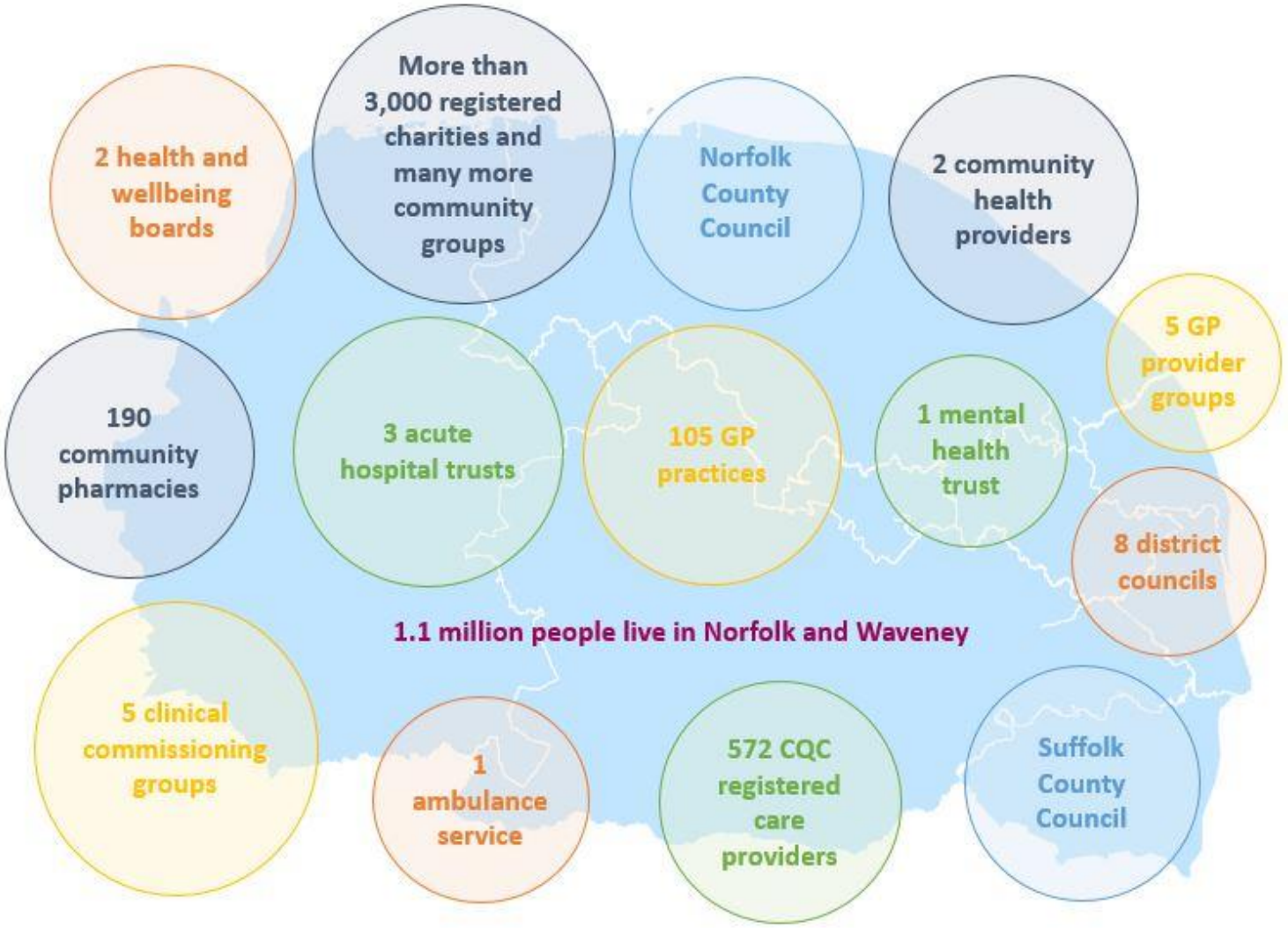
Background - our health and care system



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The NHS Long Term Plan

- In January, the NHS published its Long Term Plan setting-out how it will make services fit for the future.
- The Long Term Plan is clear that the future for health and care services is all about collaboration and working together as Integrated Care Systems, or ICS.
- Every area of the country is now developing five year plans covering the period to 2023/24, setting-out how they will deliver the ambitions of the NHS Long Term Plan and their local priorities.
- Our plan will be finalised in November 2019.

www.longtermplan.nhs.uk

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Developing our five year plan

How we have involved local people, organisations and staff in developing our plan:

- **Collating what people have previously told us:** We regularly talk to and hear from local people about the care they have received and their views on local services. So before we asked anyone about what should go in our plan, we collated what people have previously told us.

- **Early engagement:** Healthwatch Norfolk conducted conducted two surveys – one for the general public and one about long-term conditions – as well as six workshops across Norfolk and Waveney in the spring of 2019.

- **Crowdsourcing:** We set-up a website to crowdsource ideas from the public – backed-up by a paper form, meetings with local groups and workshops with the voluntary sector.

- **Staff and clinical engagement:** We crowdsourced ideas from our workforce too. Everyone working in health care – both paid and unpaid – were asked for their ideas through our We Care Together engagement programme. The plan is also being discussed by health and care professionals at various forums and meetings.

What do people want to see in our plan?

Here is a summary of what people have told us:

- **Integration:** People don't want to have to repeatedly tell their story to different health and care professionals. They want their care to be better coordinated by the different professionals and services supporting them.
- **Prevention:** We should do more to keep people healthy and well, and prevent them from getting ill.
- **Technology:** We need to make the most of the opportunities that new technology offers to improve people's care.
- **Workforce:** Recruiting more people to work in health and care, and supporting our workforce must be a priority.
- **GP services:** People have mixed experiences of getting an appointment at their GP surgery – generally they can get an appointment in an emergency, but not always routine appointments.

What do people want to see in our plan?

Here is a summary of what people have told us:

- **Collaboration:** Getting different health and care professionals to work together in teams is a real opportunity to improve people's care.
- **Mental health care:** Improving mental health care is a priority area for Norfolk and Waveney.
- **Hospital services:** People generally like going to their local hospital for simple procedures and treatments, and attending other hospitals for more complex procedures.
- **VCSE sector:** We should work more closely with local community groups, voluntary organisations and faith groups.
- **Travel:** It's important we consider travel and transport to and from health services and activities which keep people healthy and well.

Our challenges

When it comes to health and wellbeing of people living locally, we face some big challenges:

1. **People's health and care needs are changing.** Our population is growing, people are generally living longer and the type of care that people need is changing.
2. **Our staff and services are under pressure.** We need to change how we work together to make people's care more coordinated and to reduce pressure on our staff and services.
3. **We struggle to recruit and keep people working in health and care.** We have over 3,000 vacancies locally in statutory health and care services, plus more in the VCSE sector.
4. **In some parts of Norfolk and Waveney people have significantly poorer health, and on average die younger, than other areas.** Across Norfolk and Waveney, life expectancy is not increasing as fast as the rest of England.
5. **Our technology is out of date and our computer systems don't all work together.**

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Our three goals

1. To make sure that how healthy you are doesn't depend on where you live.

There are parts of Norfolk and Waveney where people's health and wellbeing is significantly poorer, and where people on average die younger, than other areas. This is something we must change.

2. To make sure that you only have to tell your story once.

Too often people have to explain to different health and care professionals what has happened in their lives, why they need help, the health conditions they have and which medication they are on. Services have to work better together.

3. To make Norfolk and Waveney the best place for health and care professionals to work.

Having the best staff, and supporting them to work well together, will improve the working lives of our staff, and mean people get high quality, personalised and compassionate care.

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Our five big changes

1. Our GPs, nurses, social workers, mental health workers and other professionals will work together in teams, in the community, to provide people with more coordinated care.
2. Our hospitals will work more closely together so people get treated quicker in an emergency and don't have to wait as long for surgery and other planned care.
3. We will work together to recruit more staff and we'll invest more in the wellbeing and professional development of our workforce.
4. We will help people to make healthier choices to prevent them from getting ill and we will treat and manage illnesses early on.
5. New technology will modernise our health and care services, making it quicker and easier for people to get the care they need.

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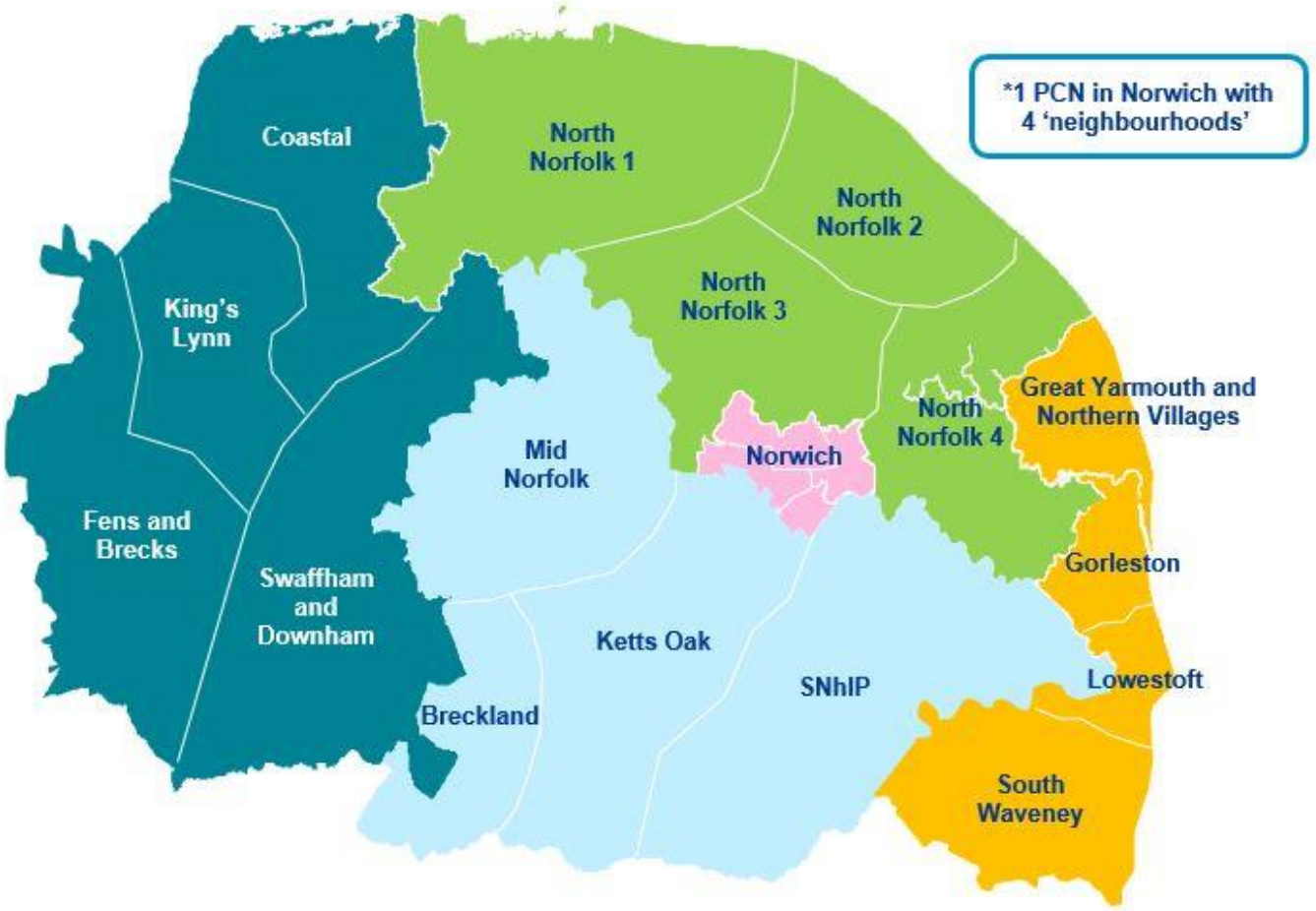
1. New teams of health and care professionals

- We've set-up 17 teams made-up of GPs and other health and care professionals to provide people with more coordinated care.
- These teams will include social workers, pharmacists, district nurses, mental health workers and physiotherapists.
- We call these teams Primary Care Networks (PCNs).
- We are going to develop these teams to include different health and care professionals – including volunteers and VCSE organisations.



2. Our hospitals working more closely together

- We are already starting to join-up the teams who provide some of our specialist services:
  - urology services across our three hospitals from 1 January 2020
  - ENT (ear, nose and throat) services across the Norfolk and Norwich and James Paget Hospitals from 1 January 2020
  - haematology and oncology across the Norfolk and Norwich Hospital and James Paget Hospitals from 1 April 2020
- In the future our three hospitals will work even closer together and operate more and more as one overall hospital system.
- We are investing in our hospital buildings to speed-up people's care and reduce waiting times, including:
  - £70 million to build three new Diagnostic and Assessment Centres to speed-up diagnosis of cancer and other diseases
  - £40 million to update and modernise mental health inpatient facilities
- We are working to reduce delays in patients being able to go home from hospital.

3. Recruiting staff / investing in our workforce

- We are developing our workforce strategy for Norfolk and Waveney, which will be completed in early 2020. Having one strategy will enable us to work together to address our challenges.
- By ‘workforce’ we mean everyone who works in health and care, both paid and unpaid.
- Key parts of our strategy will be:
  - Working together to ‘grow our own’ workforce
  - Training more nurses
  - Creating new roles, such as nursing associates, advanced care practitioners and physician associates
  - Expanding volunteering opportunities in health and care
  - Up-skilling our workforce and providing staff with new opportunities
  - Developing a leadership forum to help create a supportive culture for our health and care organisations.

4. Prevention and treating illness early on

- Reach out to people we know are likely to be at greater risk of becoming ill or their health deteriorating – we can use data more to prevent people from getting ill, diagnose problems earlier and help people better manage any long-term conditions they may have.
- Work with district councils, the VCSE sector and others to address the wider determinants of health, such as housing, employment, loneliness and air pollution.
- Help people make healthier choices by providing more personalised care and support, for example:
  - training our workforce so that they can better help people to have the knowledge, skills, tools and confidence to manage their own health and wellbeing, and to be active participants in their own care (health coaching)
  - by giving people personal budgets.
- Step-up our infection prevention and control, for example by:
  - working together to increase the uptake of vaccines (flu, Human Papillomavirus (HPV) and Measles Mumps and Rubella (MMR))
  - working with care homes to reduce the risk of de-hydration from illnesses such as flu and norovirus.

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5. Using new technology to modernise care

- Develop a single digital care record for all health and social care organisations in Norfolk and Waveney to use - a significant help to frontline health and care professionals, particularly when caring for someone in crisis or when an emergency response is needed.
- Align our computer systems so that they work better together – easier and safer for us to share information
- Use apps, online support and technology to help people manage their own health, in particular people with long-term conditions.
- Use technology to help people stay living independently in their own homes, for example to automatically detect hazards and when people have had a fall, or to help people with forgetfulness.
- Introduce new ways for people to contact health and care professionals, egall GP surgeries will soon offer online consultations to their patients, and in future there will be more use of video consultations.

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Health and care in 2024

- Alongside these five big changes we're making, our plan will contain lots of actions we're taking to improve care for major health conditions, such as cancer, diabetes, stoke and mental health.
- Many of the actions we are going to take in first couple of years of our plan we are already starting to put into practice.
- At the same time some of our ambitions and goals will take longer, particularly addressing the long-standing health inequalities we have, the causes of which are varied and complex.
- We will review this plan every year, adding to it and amending it where we need to.
- We believe that together we really can make a difference. So that come 2024, people's health and wellbeing is better, our health and care services are better, and we get better value for money for every pound people contribute towards the running of the NHS, social care and public services.

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Progress to date and next steps

- Our draft plan was submitted to NHS England/NHS Improvement on the 27/9 and was reviewed 8/10:

  "The draft plan reads well and highlights an impressive amount of overall and work stream-specific engagement carried out with the workforce and stakeholders and with the public and patients, supported by Healthwatch. This plan is grounded in this engagement and the JSNAs, making it locally owned. The plans also well reflects the commitments in the NHS Long Term Plan."

  "The narrative plan requires further development to strengthen the vision and priorities, to join up the workstreams and to identify key deliverables and timescales, and the expected impact of planned actions…."

- Feedback also received from Health and Wellbeing Board members, third sector representatives, Healthwatch, STP forums and individual providers.

- Formal NHS England/NHS Improvement review meeting 18th October – outcome very positive. Current RAG rating: AMBER/GREEN

- Further engagement events are being held over October with third sector organisations.

- Final plan to be submitted 15th November. Publication of plan anticipated November/December 2019 (tbc)