



The Norfolk and Waveney Health and Care Partnership

Norfolk and Waveney STP Oversight Group

September 2018 update

I was pleased to learn over the summer that our partnership will receive almost £7.5 million over the next three years to invest in digital technology, making life easier for staff and improving the health and care services people receive. As an Oversight Group, we'll be considering our plans for using this funding at our October meeting, before they are submitted to NHS England.

One of the most common complaints I hear from patients and service users is "Why do I have to tell my story over and over again? Can't you join things up?" There is huge potential for us to use digital technology to make life easier for everyone by connecting patients and service users with GPs, community services, social care hospitals and so on. One of the benefits of us working as a partnership across Norfolk & Waveney is that we'll be discussing together how we can make the best use of this funding, rather than each organisation being given its own money and doing its own thing, as too often has happened in the past.

At our September meeting we focussed on three of our partnership's top priorities: improving mental health services, making our services more sustainable and making the care you receive more coordinated.

I hope that you find the updates below useful – please let me know whether you'd like more detail on any of them.

Patricia

Rt Hon Patricia Hewitt

Independent Chair of the Norfolk and Waveney STP

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Mental health review

In my update after our June meeting, I explained that we will be developing a ten year mental health strategy that will provide a clear vision for the future and model for mental health services locally.

Mental illness affects 163,000 adults in Norfolk and Waveney. Our current mental health system is under pressure and urgently needs a strategic approach to model future needs and service provision.

At our September meeting, we received an update on progress with our review of adult mental health services and the development of our strategy. Work is underway to analyse the data we hold about mental health locally and consider how we compare with other parts of the country.

This is being done by Boston Consulting Group (BCG), who are providing some additional expertise and independent analysis of our position. BCG are also looking at what we can learn from how mental health services work across England and in other countries.

We had a detailed discussion at the meeting about how we are engaging with service users, carers, professionals, the voluntary sector and others in our work. We have already started by going to existing service user meetings and forums.

You can get involved by [completing our survey](#) or by signing-up to come to one of our events

- 7 November, [Orbis Centre](#), Lowestoft, 2pm-4.30pm
- 14 November, [King's Lynn Town Hall](#), 10am-12.30pm

There will also be further event in Norwich and other opportunities to contribute to the development of future mental health services as we start to consider different options and draft our strategy. The final strategy will be signed-off in early 2019.



Developing a strong financial plan for our system

A priority for our STP is to create a strong financial plan to for getting the best value for the £2.6billion invested in health and care in Norfolk and Waveney each year. We discussed progress with the actions we taking to address our financial position, and the development of our medium-term financial plan.

Moving to block contracts

A key step we are taking is to move to block contracts between the clinical commissioning groups and the three hospitals. Block contracts work well because they are a timely, predictable and a relatively flexible payment arrangement. They mean providers of services like hospitals can predict in advance what they will be paid, and CCGs know in advance how much they will spend. Block contracts are also much simpler to administer, compared with the current system of 'payment by results' that wastes a lot of staff time.

A block contract has now been agreed between the James Paget University Hospitals NHS Foundation Trust and NHS Great Yarmouth and Waveney CCG. The trust and the CCG have also agreed to set-up a joint Transformation Programme Board to oversee delivery of programmes to reduce costs and ensure that people get the right care in the right place.

Further work is being done to agree the block contracts with the Norfolk and Norwich University Hospitals NHS Foundation Trust and the Queen Elizabeth Hospital King's Lynn NHS Foundation Trust.

Our medium-term financial plan

As I detailed in my last update, to help us develop our medium-term financial plan we are conducting a review to analyse and model in more detail:

- the collective finances of all the organisations involved in our STP
- demand for health and care services in Norfolk and Waveney
- our resources and capacity to meet the demand for health and care services.

Since our last meeting, Boston Consultancy Group (BCG) has been appointed to work with us on this review. They are already working with us on our mental health review which will help to make sure that these two significant pieces of work are joined-up, and provide us with a strong evidence base and detailed plans as we move towards becoming an integrated care system.

We discussed with colleagues from BCG how the review will be conducted, who will be involved and the timescales. The review will be complete by the end of 2018.



Working as one health and care team

Our partnership is working towards becoming an integrated care system (ICS) because we believe that this will help us to accelerate the improvement in Norfolk and Waveney's health and care system.

We have just been selected as one of six sustainability and transformation partnerships (STP) nationally to participate in the Aspirant Integrated Care System (ICS) Development Programme. The programme is aimed at helping health and social care leaders develop the skills they need to make accelerated progress this year.

Our system was identified by regional and national NHS England and NHS Improvement colleagues as making good progress. Their support is a positive endorsement of our progress to date.

Over the autumn and winter we will continue to engage the public, staff, the voluntary and community sector and other stakeholders in the development of our integrated care system.

New Joint Health and Wellbeing Board Strategy 2018 - 2022

We reviewed and fully endorsed the new Joint Health and Wellbeing Strategy for 2018 to 2022. The vision and the priorities set out in the strategy complement all the work we are doing as a partnership.

The vision in the strategy is: **A single sustainable system: working together we will use our resources in the most effective way to prioritise prevention and support the most vulnerable.**

There are three priorities in the strategy:

- Prioritising prevention – supporting people to be healthy, independent and resilient
- Tackling inequalities in communities – providing most support for those who are most in need
- Integrating ways of working – collaborating in the delivery of people centred care.