



The Norfolk and Waveney Health and Care Partnership

Norfolk and Waveney STP Oversight Group

October 2018 update

We were all delighted to hear the CQC recognise Norfolk Community Health and Care as “outstanding”. At the same time, of course, two of our hospital trusts and the mental health trust are now in special measures following their CQC inspections.

When we set up our partnership, we said that by acting together, as one system, we can create sustainable services that provide high quality care to people living and working in Norfolk and Waveney.

How we achieve this was very much the focus of our meeting in October, when the Oversight Group and Executive team together discussed demand for services, our capacity, our finances, progress with our mental health review and investing in digital technology.

As a partnership we know that to meet the challenges we face, we need to be bolder, to do more and to act faster. Most importantly, we know that we need to act together. Our partnership has said this from the beginning and it remains the case today.

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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Building a positive culture for our health and care system

A key element of transforming how local health and care services work together is changing how we act and building effective teams across many different organisations.

At our meeting colleagues from East Coast Community Healthcare (ECCH) and Norfolk Community Health and Care (NCH&C) shared their recent experience of changing how they work and exploring how they can build a positive culture in their organisations.

Anna Morgan, NCH&C Director of Nursing, explained how they had invited every member of staff to discuss how they felt about working at NCH&C, using a secure website and creating a safe online space where people didn't have to give their names. Thousands of staff contributions then formed the basis for face to face discussions, a network of Quality Champions and a marked increase in staff feeling valued, able to contribute towards improvements at work and being part of an effective team.

Jonathan Williams, chief executive of ECCH, summarised their EVOLVE programme which - like NCH&C - involves everyone in the organisation, including the Board, and includes three cultural audits of all staff each year. Together, they have defined 'signature behaviours', including "We Listen, We Learn, We Lead" and "Be Cost Conscious, Respect Our Resources". They too are achieving a marked increase in staff engagement.

With support from Health Education England, who are working with us on organisational development, we will be creating a similar programme to involve staff in creating integrated teams and an integrated care system that will support people's health, improve the quality of services and make better use of resources.



Improving care by investing in technology

As I mentioned in my last update, we learnt over the summer that our partnership will receive almost £7.5 million over the next three years to invest in digital technology and modernise the health and care services you receive.

At our meeting we discussed and agreed with the submission of a series of bids for how we will start using this money over the next six months. These included:

- Using technology to monitor how a patient is doing and to record their observations electronically – this is much quicker, very accurate and saves time for busy health and care staff
- Making it easier for doctors and clinicians to make sure that patients get the right scans and imaging - reducing unnecessary referrals, saving our radiologists time and making sure that patients receive the treatment they need
- Using technology to identify people that are most at risk of developing a condition so that we can help them prevent it, or to make sure that patients with a long-term condition like diabetes or breathing problems are getting the right treatment and support to manage their health

- Developing an outline business case for a system that will make it easier for the East of England Ambulance Service to share information with other health care providers, including A&E and GPs
- Increasing the number of teams using electronic rostering to help us efficiently manage our staff
- Investing in better business intelligence software so that all NHS trusts can better manage their performance and identify potential issues

Our mental health review

We discussed progress with our mental health review and the development of our ten year mental health strategy, with a particular focus on how we are engaging a wide range of people in this vital piece of work.

We've already spoken to and heard from many people, but there are still plenty of opportunities for you to get involved. You can [complete our survey](#) or sign-up to come to one of our events - they are open to anyone:

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

We will also be organising an event in Norwich - details will be announced shortly.