

## **Norfolk and Waveney Sustainability and Transformation Partnership Report for governing bodies and trust boards – June 2019**

### **Purpose of report**

The purpose of this paper is to update members of the Governing Body / Trust Board on the financial position and performance of our health and care system, as well as the work our partnership is doing to improve care for the people living in Norfolk and Waveney.

This report provides information about key developments within the Norfolk and Waveney health and care system since the last report in May 2019. It focuses on the financial position and performance of our health and care system, the development of our 17 Primary Care Networks, progress on developing our Wellbeing Hub based in Norwich, our five year plan for health and care services and the approval of our Digital Strategy.

### **Financial position**

1. Our NHS organisations are forecasting that they are on plan for the year to deliver a combined deficit of £16.4 million this year, which would represent a significant improvement on the 2018/19 year end position which was a deficit of £97.6m. This is despite the Norfolk and Norwich University Hospitals NHS Foundation Trust and the Queen Elizabeth Hospital King's Lynn NHS Trust being slightly behind plan at the end of month one of the financial year.
2. All of our NHS organisations are preparing five year financial plans for consolidation and review by the partnership. The financial plans will form part of our five year plan for health and care in Norfolk and Waveney, which we needs to be complete by the autumn.
3. **Further information about our financial position is included in Appendix A.**

### **Performance of our health and care system**

4. We are continuing to develop and refine the performance framework for our partnership. We want to address our performance issues together, supportively and effectively. This month's report shows the continued pressure on our emergency care services and planned care performance, and highlights why local health and care services are working more closely together. Across Norfolk and Waveney, A&E attendances have risen by 7.0% year to date. Attendances arriving on foot have increased (8.7%) more than attendances arriving via ambulance (3.6%).
5. **Further information about our performance is included in Appendix B.**

**Other STP matters:**

**Launching our Primary Care Networks**

6. We will have 17 Primary Care Networks covering the whole of Norfolk and Waveney starting to operate from 1 July. These are teams made-up of GPs and other health and care professionals who will provide coordinated care, near to where people live. As they develop over time, these teams will include social workers, pharmacists, district nurses, mental health workers, advanced paramedic practitioners, colleagues from the voluntary sector and others. The creation of these networks is an important step towards the development of our Integrated Care System and improving care for people.

7. This map shows our 17 Primary Care Networks (PCN):



The following diagrams set-out which GP surgeries will be in each PCN and the clinical directors for each network:

## Great Yarmouth and Waveney

GP provider organisation: Coastal Health

Beedes Medical Centre 20,560	Bungay Medical Centre 12,257	Cutters Hill Surgery 12,515	Longshore Surgeries 7,847	Solebay Health Centre 6,205
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**South Waveney PCN – 59,384**

Clinical Director: Dr Catherine Ashdown-Nichol

Clinical Director: Dr Andy McCall

**Gorleston PCN – 44,636**

The Beaches Medical Centre 25,410	The Millwood Partnership 19,226
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Coastal Villages 20,149	East Norfolk Medical Practice 27,729	Fleggburgh Surgery 2,428	Nelson Medical Centre 6,132	Park Surgery 14,613
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**Great Yarmouth and Northern Villages PCN – 71,051**

Clinical Director: Dr Aoife Slattery (maternity cover Dr Paul Noakes)

Clinical Director: Dr Lucie Barker

**Lowestoft PCN – 82,891**

Bridge Road Surgery 13,062	Alexandra and Crestview Surgeries 16,271	Andaman Surgery 6,959	High Street Surgery 13,870	Kirkley Mill Health Centre 6,741
Rosedale Surgery 14,599	Victoria Road Surgery 11,659			

## North Norfolk

GP provider organisation: North Norfolk Primary Care

Holt Medical Practice 13,901	Sheringham Medical Practice 9,413	Wells Health Centre 3,196	Fakenham Medical Practice 15,027
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**NN1 PCN – 41,537**

Clinical Director: Dr Deborah Clark

Clinical Director: Dr Penny Ayling

**NN3 PCN – 45,621**

Market Surgery Aylsham 9,661	Drayton St Faiths and Horsford 18,107	Reepham & Hungate Street Surgeries 9,042	Coltishall Medical Practice 8,811
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Cromer Group Practice 12,875	Mundesley Medical Centre 5,695	Birchwood Medical Practice 11,700	Paston Surgery 6,588	Aldborough Surgery 3,534
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**NN2 PCN – 40,392**

Clinical Director: Dr Ed Pinch

Clinical Director: Dr Satish Singh

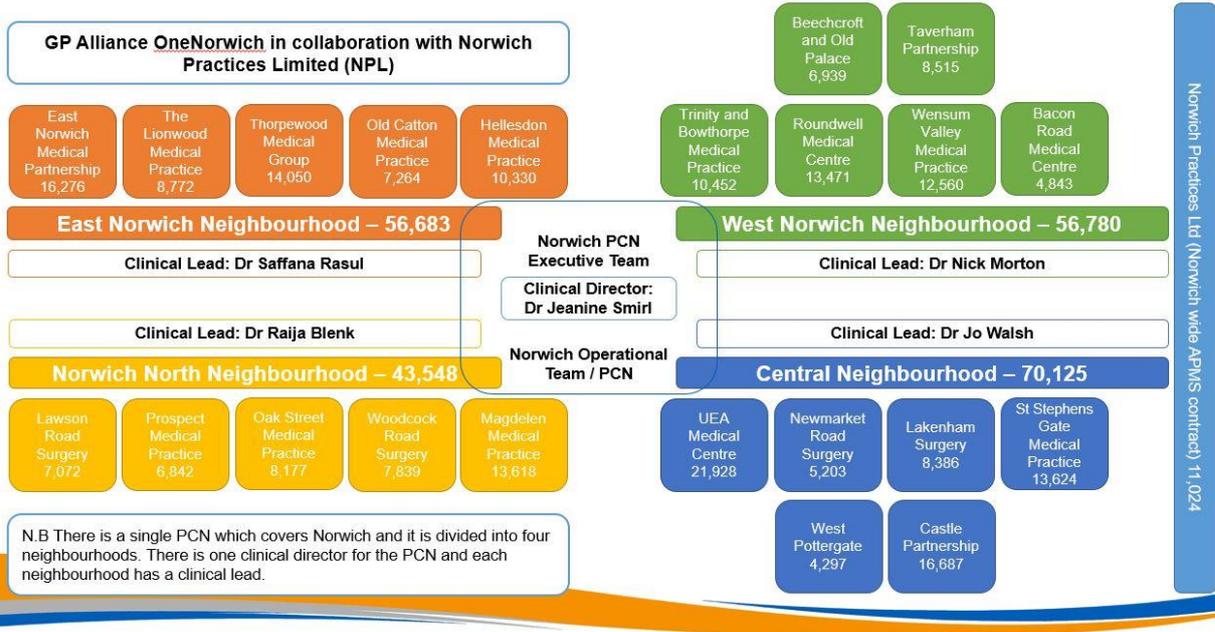
**NN4 PCN – 46,819**

Acle Medical Partnership 9,261	Staithe Surgery 7,570	Hoveton and Wroxham 9,217	Ludham & Stalham Green Surgeries 5,834
Brundall Medical Partnership 8,061	Biofield Surgery 6,876		

# Norwich



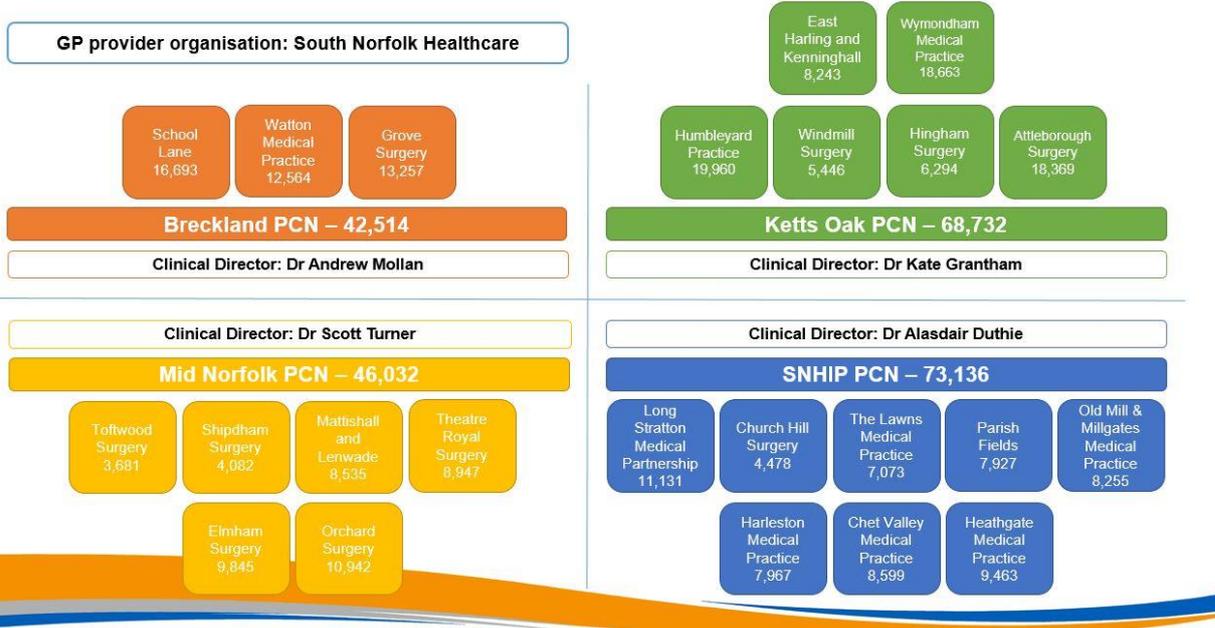
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# South Norfolk

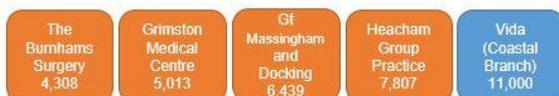


The Norfolk and Waveney Health and Care Partnership



## West Norfolk

GP provider organisation: West Norfolk Health



Coastal PCN – 23,567 (34,567 including Vida)

Clinical Director: Dr Sally Hall

Clinical Director: Dr Mark Funnell

King's Lynn PCN – 71,696 (60,696 excluding Vida)



N.B The Coastal and King's Lynn PCNs intend having a mirrored schedule within their PCN DES agreements which will allow them to transfer the funding and activity relating to their Hunstanton and Dersingham branches of Vida Healthcare to the rural Coastal PCN (11,000 patients).

Boughton Surgery  
2,966

Feltwell Surgery  
5,150

St Clements Surgery  
6,050

St Johns Surgery  
5,674

Wallington Medical Centre  
6,650

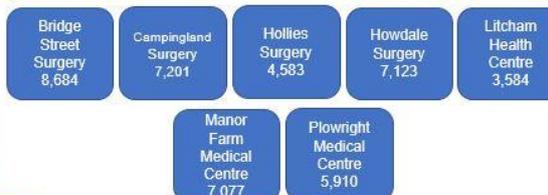
Upwell Health Centre  
10,415

Fens and Brecks PCN – 36,905

Clinical Director: Dr Imran Ahmed

Clinical Director: Dr Julian Brown

Swaffham and Downham PCN – 44,162



### Progress on developing our Wellbeing Hub based in Norwich

8. Good progress is being made to establish a Wellbeing Hub to support people experiencing an escalation in 'mental distress'.
9. The hub would be based in Churchman House, a Georgian grade 1 building on Bethel Street in Norwich. It is hoped the very first elements of the wellbeing hub can begin by December, such as a night-time safe place for people in significant distress who are referred in by a health or care professional. Our vision is that it will go on to house a day time walk-in facility and community café, where people can find emotional support when they feel their anxieties or other mental health problems are escalating. We would like this important element to be up and running by the spring.
10. Current actions include:
  - We are in the middle of a procurement exercise to identify a preferred provider and if this goes well they should be asked in September to plan for mobilisation.
  - We shall be looking to appoint works providers to carry out alterations and renovations to the building itself.
  - Norwich City Council's Cabinet agreed on 12 June to transfer Department of Health and Social Care (DHSC) grant funding of £150,000 to NHS Property towards the renovation work.
  - We are working on planning matters and would expect to submit a planning application to enable work to start on this Grade 1 Listed building.

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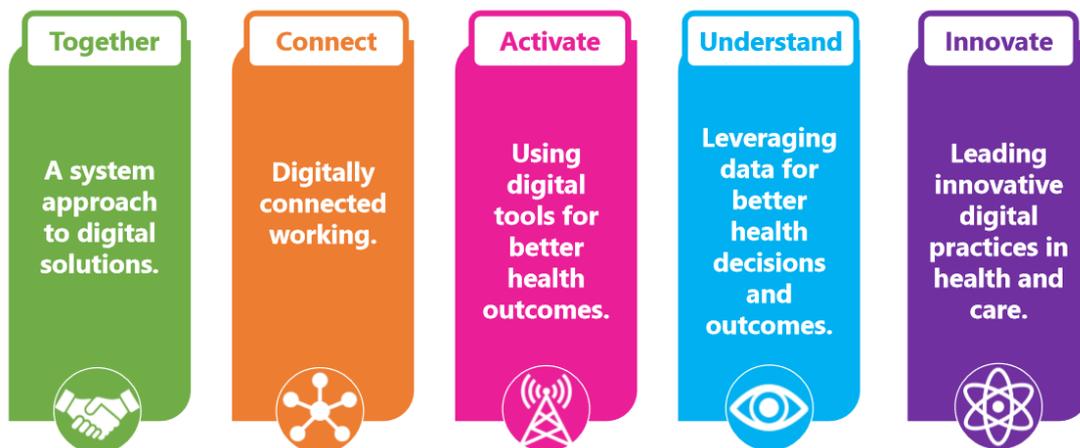
11. Wellbeing Hubs or Crisis Cafes in other parts of the country have been both successful and valued by service users, and with Norwich City Council's partnership we hope to bring this a step closer in central Norfolk.
12. Such a hub is based on models in Aldershot, Lambeth and Bradford and is a means of addressing mental distress as opposed to mental health. Mental distress is recognised as an important factor in poor mental wellbeing and the idea of the hub approach is to offer a non-medicalised, easy to access, non-stigmatising safe place for people to access information, advice and support.

### **Our five year plan for health and care services**

13. Every partnership is required to develop a five year plan setting out what they are doing to improve health and care services. NHS England will shortly be publishing its Implementation Framework for the Long Term Plan, which will provide us with some guidance for developing our local plan. The publication of the framework has been delayed, as a consequence the development of our local five year plan has been pushed back slightly. Once we have a draft of the plan, we'll be asking people what they think of it before we refine it and submit it to NHS England.

### **Norfolk and Waveney STP Digital Strategy**

14. We have developed a new Digital Strategy for our partnership which outlines our ambition to deliver care in new and innovative ways for our patients and citizens. This is important for our partnership because according to the latest NHS Improvement figures, Norfolk and Waveney is the least digitally-mature STP in the country. Our Digital Strategy is a key step in improving our digital maturity across our STP.
15. Our strategy is made up of five objectives which set out the goals of the strategy:



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16. Our strategy also sets out five priority partner projects for 2019/20:
  1. Replacing the electronic patient record systems used by our three acute hospital trusts with a single, shared solution and acute services integration
  2. Primary care integration and GP Online / GP Connect (which allows clinicians within IC24 out of hours services to view patient records from participating GP practices)
  3. Developing the Norfolk and Waveney Integrated Care Record
  4. Creating an STP Digital Team so that we have the people with the right skills to implement our strategy
  5. STP Workstream Delivery Support.

### **Get more control of your health and care – get the NHS App**

17. The NHS App is now available for people from Norfolk and Waveney to download and use. It is a simple and secure way to access a range of NHS services on your smartphone or tablet. People can use it to:
  - **book and cancel appointments**  
search for, book and cancel appointments at your GP practice
  - **view your record**  
get secure access to your GP medical record
  - **order repeat prescriptions**  
see your available medications and place an order
  - **check your symptoms**  
find trusted information on hundreds of conditions and treatments and get instant advice
  - **register to be an organ donor**  
easily manage your preferences on the NHS Organ Donor Register
  - **choose how the NHS uses your data**  
register your decision on whether your data can be used for research and planning.

### **Patricia Hewitt re-appointed as Independent Chair**

18. Patricia Hewitt has been re-appointed as the Independent Chair of the Norfolk and Waveney Sustainability and Transformation Partnership (STP). Patricia, a former Secretary of State for Health, joined the STP in June 2017 and, together with senior clinical and management colleagues, has been instrumental in driving forward the STP's work. Her appointment has been extended for a further two-years.

## **Director of Workforce**

19. Anna Morgan, Executive Director of Nursing and Quality at Norfolk Community Health and Care, is taking up a two-year secondment as Director of Workforce for the Norfolk and Waveney STP. Anna has been our workforce lead for some time now; her secondment full-time will give us more resource and capacity to drive the improvements we need to make in this vital area.

## **We Care Together**

20. It's vital that everyone who works in health and care – paid and unpaid – helps to shape the future of our Integrated Care System. We all need to work together to consider how we bridge the workforce gaps and design a new workforce fit for the future. This is why on Tuesday, 21 May, we launched our programme of staff engagement called #WeCareTogether and the first of our online conversations with staff from across the health and care system.
21. In our first conversation we are talking with staff about four topics:
  - **Prevention:** What radical steps can be taken to prevent the people of our region from falling ill, unnecessarily, in the first place?
  - **Working to the best of our abilities:** What needs to stop, start or change in the future to help every individual use their skills and talents to their fullest extent; and every organisation be a great place to work?
  - **Technology:** We can work smarter if we embrace new technologies, new roles, new skills and new services. But, what might the big innovations be and what impact will they have; what stops us embracing them; and how can we overcome these barriers?
  - **Integration:** We need our organisations, staff and volunteers to collaborate with each other to provide better support and services for people when and where they need it. How can we help to make this happen even more and even better?
22. The results of our staff engagement will be used to help develop our five year plan. There will be further online conversations in the coming months.

## **Key Risks and Challenges**

23. The key risks and challenges for system partners are:
  - Achieving the scale and pace of change within the available resources
  - Implementing the changes to ensure a sustainable workforce
  - Developing our digital maturity across Norfolk and Waveney as a key enabler to change.

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**Action**

24. The Governing Body / Trust Board is asked to:

- Consider and comment on the report
- Identify actions that the Governing Body / Trust Board could take to accelerate progress on delivering the changes necessary to transform care and deliver sustainable services

**Officer Contact**

If you have any questions about matters contained in this paper please get in touch with:

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