



Norfolk Community Health and Care **NHS**
NHS Trust

OUR HEALTH AND CARE STRATEGY

LOOKING AFTER YOU LOCALLY – NOW AND FOR THE NEXT FIVE YEARS





Planning for the future

The healthcare landscape is changing fast. A lot more people will require care over the next five years, especially in Norfolk where we have a large ageing population.

Meanwhile, technology is advancing and what people need and expect is evolving too – but there isn't unlimited money in the pot to pay for all this. We need to change and we are.

This document explains the challenges we expect to face in the future – and how we will meet them.

It sets out some innovative plans and ideas for how we will adapt our services so that they are financially and clinically sustainable. This will mean we can treat more people in a way that still maintains the quality they expect.

It also shows how we will work in dynamic, new partnerships with people who need healthcare, carers, volunteers, staff, clinicians, and local organisations.

Everybody has a part to play as we work together and move forward.

It's a new strategy designed to empower people and communities and put them at the centre of a fresh and joined-up way of caring.

We are proud of our services and this new Health and Care Strategy will make certain that they are fit and ready for a new era.

Anna Morgan,
Director of Nursing & Quality,
Norfolk Community Health & Care NHS Trust





GROWING DEMAND

The next five years will see a significant increase in demand for health and care services. Here's why...

- The population of Norfolk and Suffolk, the area we cover, is expected to grow significantly.
- People are living longer. There will be more people aged 65 and over with long-term, increasingly complex conditions which can be expensive to treat.
- Technology and new treatments are advancing fast. People are likely to have increasing needs and expectations.

FUNDING

How will we fund the growing demand for services?

Demand may be increasing but funds are not. Indeed, research by NHS England shows that continuing as we are is not an option. We are developing this new Health and Care Strategy because change is needed. Here's why...

- There isn't enough money to carry on as we are
- The current system isn't always delivering the best quality and outcomes for patients. There is also a lot of variation between places and services.
- We will have to manage increased future demand within our budget.

WHAT WILL THE NEW HEALTH AND CARE STRATEGY ACHIEVE?

The new health and care strategy will work towards the following principles...

- Help and motivate people to help themselves, where they can.
- Make services more joined-up with visits and consultations kept to the minimum necessary.
- Shape care around the person it is intended for.
- Provide support within the available financial budget.
- Recruit and develop the right workforce with better career paths – using their skills in the most effective ways.
- Embrace new technologies, making care more accessible, convenient and efficient.
- Allow us to work together with carers and volunteers so they feel more valued and informed.

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**Right care,
right place, right
time – doing it
right first time.**

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Meeting the changing needs by working in partnership

PATIENT CARE

People will now be more involved and engaged in their care. We will enable them to help themselves within their community so that decision-making is shared with them. Technology will assist with increased self-care and, if necessary, self-referral.

The new strategy brings a more joined-up and improved experience. Visits and consultations will be kept to the minimum needed for optimum care. This is less stressful for people because they won't have to keep retelling their story.

Specialist advice and information will also be more available in the community. This is more convenient and efficient.

"I lost a leg after contracting the tropical diseases malaria and tick bite fever. The care I've received at a Norwich amputee rehabilitation unit has been wonderful. The team had a unique ability to read exactly what I needed and what I was going through with precision and empathy. That's not something you will find in any job description."

– Peter Pocket, Patient



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OUR WORKFORCE

We want to develop a workforce with the skills and knowledge to meet the needs of people, their families and carers. Our strategy will see...

- An increase in skill levels across our whole workforce.
- New and exciting opportunities
- Clearer, more flexible, career paths.
- Talent Programmes to develop future leaders.
- Multidisciplinary working.

"It's a good team here and I've enjoyed nursing over the years. I get a lot of satisfaction from my job. I like working with, and looking after, the elderly. There are always lots of changes to keep up with, so we have to make sure we have good communication."

*– Mark Beales, staff nurse,
Norwich Community Hospital*



BUILDING STRONGER RELATIONSHIPS

The Health and Care Strategy has been developed together with staff and other partner organisations, such as Norfolk County Council and The Carers Council for Norfolk.

We are improving how we inform, engage and work with our partners, staff, patients, their families and carers. This will help deliver the vision in this strategy.

We will work more efficiently with our partnerships and networks, striving for efficiency by eliminating any duplication.

The Clinical Commissioning Groups look at what services are needed locally. We will improve how we work with them to help with this.

Health, care and voluntary sector organisations will need to work together more to provide the right support as the population grows over the next five years.



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**Working together
in dynamic,
new partnerships**
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“Community health and social care help people stay safe and well at home, wherever possible. Norwich Community Health & Care’s strategy demonstrates its commitment to provide the right care at the right time in the right place, to meet the needs and wishes of patients.”

– Tracy Williams, Chair Norwich CCG

VOLUNTARY SECTOR

We are working more closely with the voluntary sector because it is essential for delivering better care and support for people. We are...

- Improving links and communication.
- Gathering more information about all the amazing voluntary organisations in Norfolk and Suffolk and what they offer.
- Exploring volunteer roles, including supporting people on wards and in the community when they come out of hospital.
- Finding out more about how they can help support our services.
- Investing in volunteer co-ordinators.
- Forging more formal partnerships with voluntary organisations.

“The skills and experience offered by volunteers is invaluable. These new roles will allow people of all backgrounds, ages and abilities to offer something of value to our patients. I am confident that there is support available from NCH&C for me to be able to carry out my voluntary role and make a difference.”

– Jacky Battle, Volunteer



CARERS

Carers are important and we will help them access more support, earlier. We are working with carers’ organisations, including the Carers Council for Norfolk and the Norfolk Carers, to improve the way we work with and involve carers. We will help our staff better recognise who a patient’s carers are and then guide them towards any advice or information that can help them. We will ensure carers feel valued as a crucial part of holistic wellbeing and care.

Garry Day, cared for his late wife Sylvia with help from HomeWard, Norwich’s new virtual ward which helps patients to remain safe and well at home.



“What struck me straight away was how experienced they were. The care they gave was of a very high standard and delivered with such professionalism. They were so nice and it made such a difference to us.”

– Garry Day, Carer

HOW CAN WE USE TECHNOLOGY?

Technology can help improve access and convenience for patients, their carers and families. We intend to develop new ways of working, using new technology, where it is valuable and supports patient care. We will explore technologies, such as telehealth, telecare, video-conferencing and apps, to reduce the need for appointments and enable patients to find information which will support them to look after themselves.

CONCLUSION

A rising population, increasing numbers of patients aged 65 and over and advances in technology and treatments mean we face a significant increase in demand for our services. This rising demand presents a substantial challenge both clinically and financially. This innovative five-year plan seeks to address these challenges and find solutions that engage people and find a community solution. It sets out how important it is to move away from short-term answers and instead seek longer-term, more dynamic solutions for the challenges we face. This will allow patients to be looked after locally in a clinically and financially sustainable way.



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Continuing as we are is not an option. A significant shift in mindset and action is essential for managing this increasing demand and meeting the needs of patients. A group called the Health and Care Council has been set up to help deliver the strategy set out in this document and move towards positive change as soon as possible.

GET INVOLVED

This document sets out our vision for a new era, however, it's not just about what are doing and what we think is best. You are an important part of this too. Whether you are the person needing care or caring for somebody else, a volunteer, a clinician or a local organisation – we welcome your feedback, suggestions and engagement with this strategy.

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Innovative plans and ideas designed to meet future challenges
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