

Caring with



OUR PLAN
FOR THE NEXT *five years*

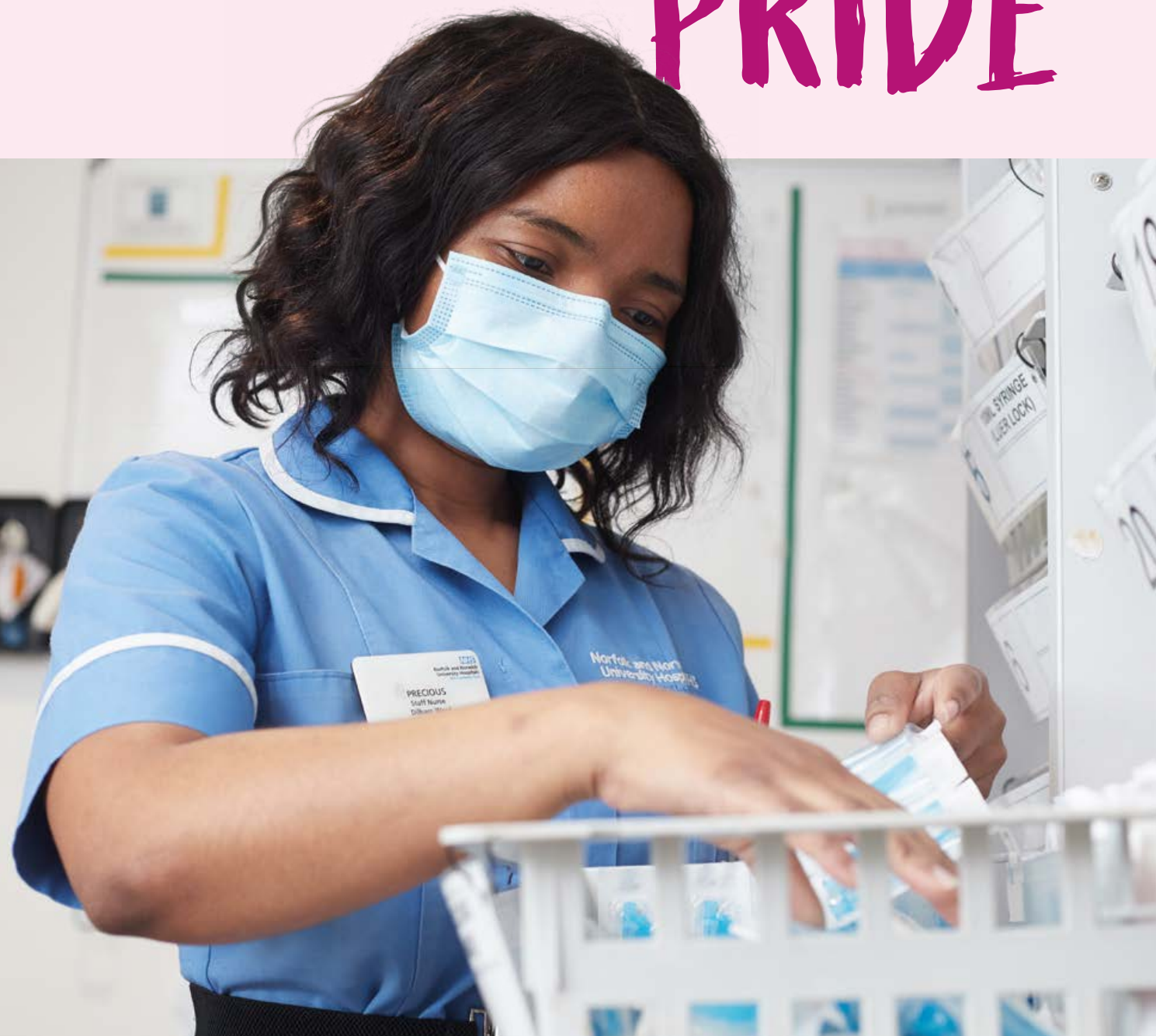
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Welcome to Caring with PRIDE



Welcome to Caring with PRIDE, our plan for the next five years, which has been developed with you and for you. It is inspired by the experiences, hopes and ideas of our NNUH Team, patients and carers, our community, and our partners.

Over a six-month period we asked 'what matters to you?', holding workshops, events and running wide ranging surveys. More than one thousand people have shared their views with us and we are extremely grateful to all of you. You have shaped our plan into what you see today, from recrafting our hospital vision, 'The Best Care for Every Patient', to the actions we will take to progress from where we are today in 2022, to where we need to be in the next five years.

The pandemic has affected everyone deeply. You may be reading this as one of the NNUH Team, as a patient or carer who has experienced care, or as one of the many people who are waiting for care because of the events of the last two years. In developing this plan we have heard from so many of you about your experiences during this incredibly hard, exhausting and often sad time. It continues to be the most challenging time we have ever known. However, it has also shown the very best in people: everyone's compassion, understanding, commitment, and togetherness in supporting patients, families, and each other is truly humbling. For this, we thank you.

One of our biggest challenges is to treat the thousands of patients who are waiting too long to be seen due to the pandemic. Our plans to address one of the largest waiting lists in the country include significantly expanding our surgical and diagnostic services to create more capacity for treating patients. We will shortly open two purpose-built paediatric theatres and are developing a standalone orthopaedic centre due

to be opening this year (2022). In 2024, we plan to open a major new diagnostic and assessment centre. We continue to establish innovative services such as our Ambulatory Procedures Unit, which specialises in procedures for patients with hand trauma. We have also expanded our robotic-assisted surgery programme which is on course to be recognised as a centre of excellence.

Our teaching hospital is one of the largest employers in the region, supporting a 10,500-strong NNUH Team.

To everyone in the NNUH Team, you are the heart of our hospitals and it is essential that we create the best place for you to work. The feedback that you have given through the annual NHS Staff Survey and the ongoing online discussion forums and open conversations at the Trust, is fundamental to the improvements we will make. You are at the centre of achieving our five-year plan and how we best meet the needs of our community. It is by valuing you and developing our organisation and the opportunities we offer you that, together, we will be the best that we can be.

We have an important education and teaching role. A key part of our plan is continuing to develop this with our partners, increasing training opportunities for staff, students and apprentices. We will continue to grow as a learning-centred organisation, supporting and valuing our teachers, and our many medical, dental, nursing, midwifery, allied health professional, and Skills Academy learners. We are focused on providing the best environment for learning and teaching, because we want the people who learn with us to be our colleagues of the future.

Research is vital to our organisation and the future care of our patients.

We have worked with our partners on the Norwich Research Park to develop a thriving partnership between us, the University of East Anglia (UEA) and the Quadram Institute Bioscience (QIB). This has seen our NNUH Team deliver world-leading research, such as the Norfolk Diabetes Prevention Study, and play a key role in Covid-19 vaccine research. We are committed to further developing our relationships and increasing our research activities in the coming years.

Many of you will have heard of the changing way in which organisations in the NHS and social care are beginning to work more closely through the creation of Integrated Care Systems. We are excited about the opportunities that working together in the Norfolk and Waveney system presents. Over the course of the next five years we are going to be working increasingly closely with GPs, community partners, social care and voluntary sector organisations.

We will be developing services that meet the needs of a growing and older population. Among other things, these services will address unfair and unexplained differences in health and healthcare between groups of people, known as health inequalities.

We will continue to work closely with our trusted neighbouring hospitals, the James Paget University Hospital in Gorleston and The Queen Elizabeth Hospital in King’s Lynn. Together we have already launched the Norfolk and Waveney Urology service between all three hospitals, and the Norfolk and Waveney Ear Nose and Throat (ENT) service between ourselves and the James Paget. We are actively working on and developing other joint projects that will benefit more patients in the future.

The pandemic is having an enormous impact on the focus and development of our plans. We are confident that in the next five years we will be able to show real progress through our five core commitments to our patients, our NNUH Team, our partners, our services and our resources. You can find out about these in detail in the following pages, and how they work together to positively develop all areas of our Trust. In particular these plans will:


- Improve the experience and wellbeing of our NNUH Team by delivering the NHS People Promise.
- Reduce waiting times with a particular focus on long waits and cancer.
- Achieve recognition for the quality of our care and services by being rated ‘good’ and well on the way to ‘outstanding’.
- Deliver a new digital patient and care system (known as the Electronic Patient Record).
- Deliver our financial strategy and reduce our carbon impact on the environment.



Incredibly, 2022 will see the 250th anniversary of the Norfolk and Norwich Hospital.

We will be running a series of events to mark this very special occasion in partnership with the N&N Hospitals Charity, which gives such steadfast and long-term support to the Trust. It is such a privilege to serve our community and we’re extremely grateful for your support and help with this plan – we could not have done this without you. Whether you are reading this as a patient, carer or family member, one of the NNUH Team or one of our valued partners, please know that you are the inspiration behind our plans for the future.


Sam Higginson
Chief Executive


David White
Chairman

April 2022

NNUH: Who we are

6 – 15



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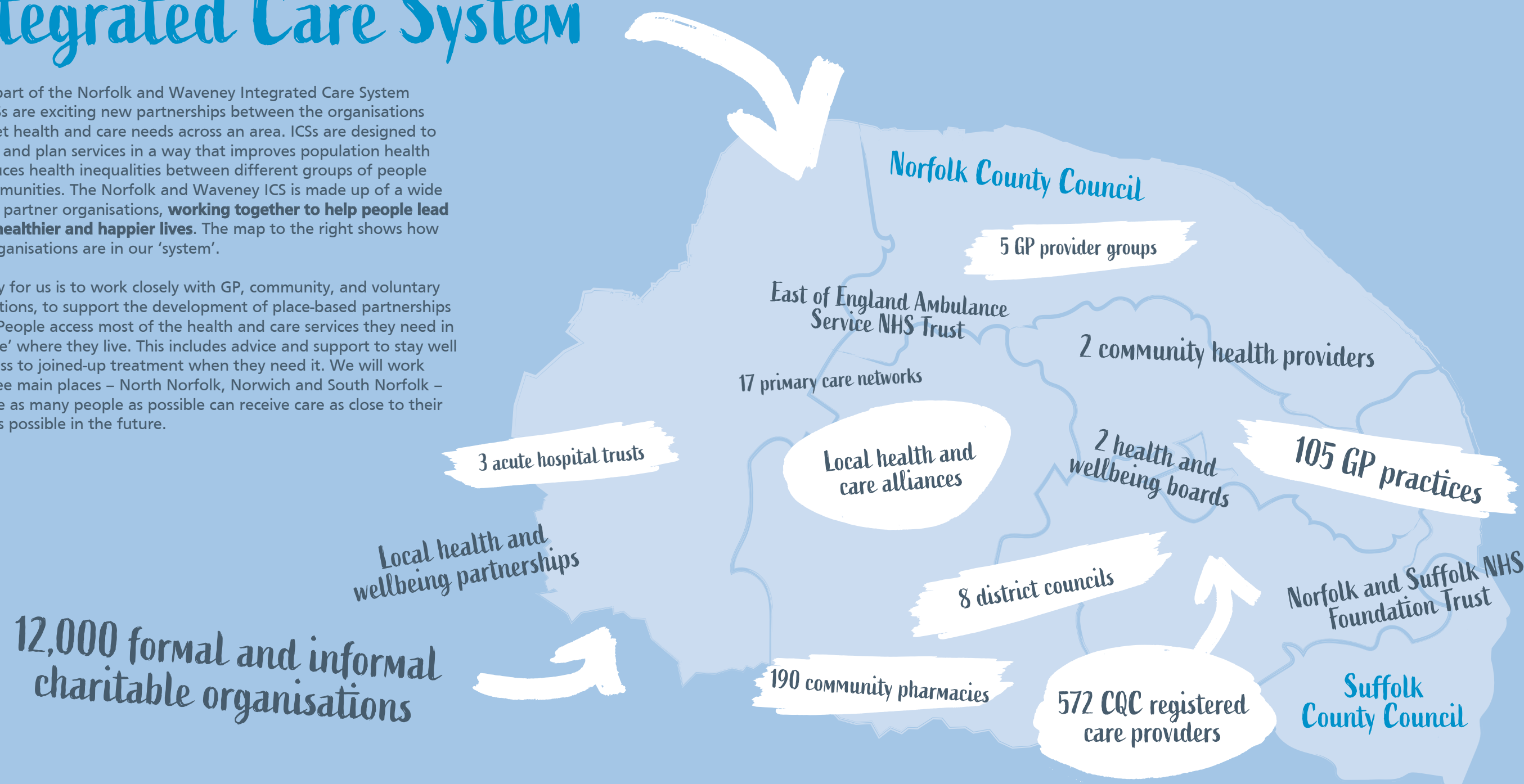
We are one of the largest and busiest University Teaching Trusts in the country. NNUH is made up of the Norfolk and Norwich University Hospital and Jenny Lind Children's Hospital on our main site, and the Cromer and District Hospital in North Norfolk. We also run many services in the community, such as the Norfolk and Norwich Kidney Centre, mobile cancer treatments and midwifery.

The Norfolk and Waveney Integrated Care System

We are part of the Norfolk and Waveney Integrated Care System (ICS). ICSs are exciting new partnerships between the organisations that meet health and care needs across an area. ICSs are designed to organise and plan services in a way that improves population health and reduces health inequalities between different groups of people and communities. The Norfolk and Waveney ICS is made up of a wide range of partner organisations, **working together to help people lead longer, healthier and happier lives**. The map to the right shows how many organisations are in our 'system'.

A priority for us is to work closely with GP, community, and voluntary organisations, to support the development of place-based partnerships of care. People access most of the health and care services they need in the 'place' where they live. This includes advice and support to stay well and access to joined-up treatment when they need it. We will work with three main places – North Norfolk, Norwich and South Norfolk – to ensure as many people as possible can receive care as close to their homes as possible in the future.

1.1m people live in Norfolk & Waveney



The people we care for and some of the services we provide

In Norfolk and Waveney, we have one of the oldest populations in the country, and the number of older residents is growing faster than in most other parts of the country.

Due to age alone, in the 10 years leading up to 2025 in Norfolk there will be **approximately 9,000 more people with diabetes, 12,000 more people with coronary heart disease, and 5,000 more people who suffer a stroke and survive.** As part of providing high quality services for this older and more frail population, we have developed services that include our Older People's Emergency Department, the first of its kind in the country, and a ground-breaking dementia support service, which is growing each year.

We have continued to increase our capacity to offer services to a growing population and **in 2020 we added a new 100-bed ward block;** the Norfolk Centre for Interventional Radiology, and a specialised negative pressure isolation unit (NPIU) to treat patients with infectious diseases. Our role in the system sees us offer one of the biggest cancer treatment centres in the country, which has world-class facilities. We are also home to other specialised diagnostic, general and emergency services such as heart attack and hyper-acute stroke centres and a Neonatal Intensive Care Unit.

Our Emergency Department (ED) provides a service to ever-increasing numbers of patients. Originally built 20 years ago for 60,000 patients a year, the department now sees more than 140,000 patient attendances annually. The service improvements and exceptional hard work of the ED Team were recognised by the CQC in July 2021 when our emergency care achieved a rating of 'Good'. The team is also making further improvements including reducing waiting times for patients through our Safer, Better, Faster programme. The Trust is currently rated overall as 'requires improvement' by the CQC.

Average daily activity:

136

EMERGENCY
ADMISSIONS

1,984

OUTPATIENT
APPOINTMENTS

Average monthly activity:

6,836

DAY CASES

724

ELECTIVE
INPATIENT
CASES

38,679

RADIOLOGY
EXAMINATIONS

12,014

EMERGENCY
DEPARTMENT
ATTENDANCES

Annual activity:

more than
140,000

EMERGENCY
DEPARTMENT
ATTENDANCES

5,000
Births
a year

WE HAVE AROUND
1,000
Nursing,
MIDWIFERY AND
Allied Health Professional
STUDENT PLACEMENTS
WITH US EVERY YEAR



91%

OF OUR QUALIFYING
APPRENTICES GO ON TO
WORK FOR US



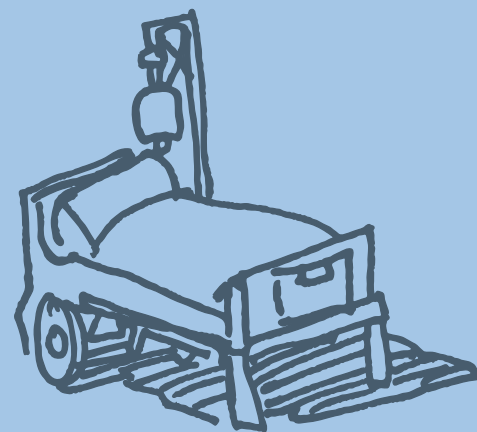
WE HAVE AROUND
1,500
Medical students,
DOCTORS
AND
Dentists
IN TRAINING WITH US
EVERY YEAR

OUR CAREERS DEVELOPMENT
TEAM CONNECTS WITH OVER

6,000

PROSPECTIVE STUDENTS AND
JOB SEEKERS EVERY YEAR

10,500
staff &
600
incredible
volunteers



1,237
Hospital beds

WE PROCESS
29 MILLION
Laboratory samples
WITH
13 MILLION
COMING FROM
primary care
EVERY YEAR



5,000
PEOPLE SUPPORTED
THROUGH
cancer journeys
EVERY YEAR

WE
UNDERTAKE
420,000
HPV tests
FOR WOMEN AND PEOPLE
WITH A CERVIX ACROSS THE
WHOLE OF THE
East of England
(HPV: Human Papillomavirus)

IN THE LAST YEAR OVER
3,000
PATIENTS HAVE BEEN RECRUITED TO
RESEARCH TRIALS AT THE NNUH

IN 2021 OUR CLINICAL
SCIENTISTS PUBLISHED
286
RESEARCH PAPERS

Services we provide outside the hospital...

PATHOLOGY
SERVICES TO OVER
200
Locations

Midwifery
services at:

Cromer

Dereham

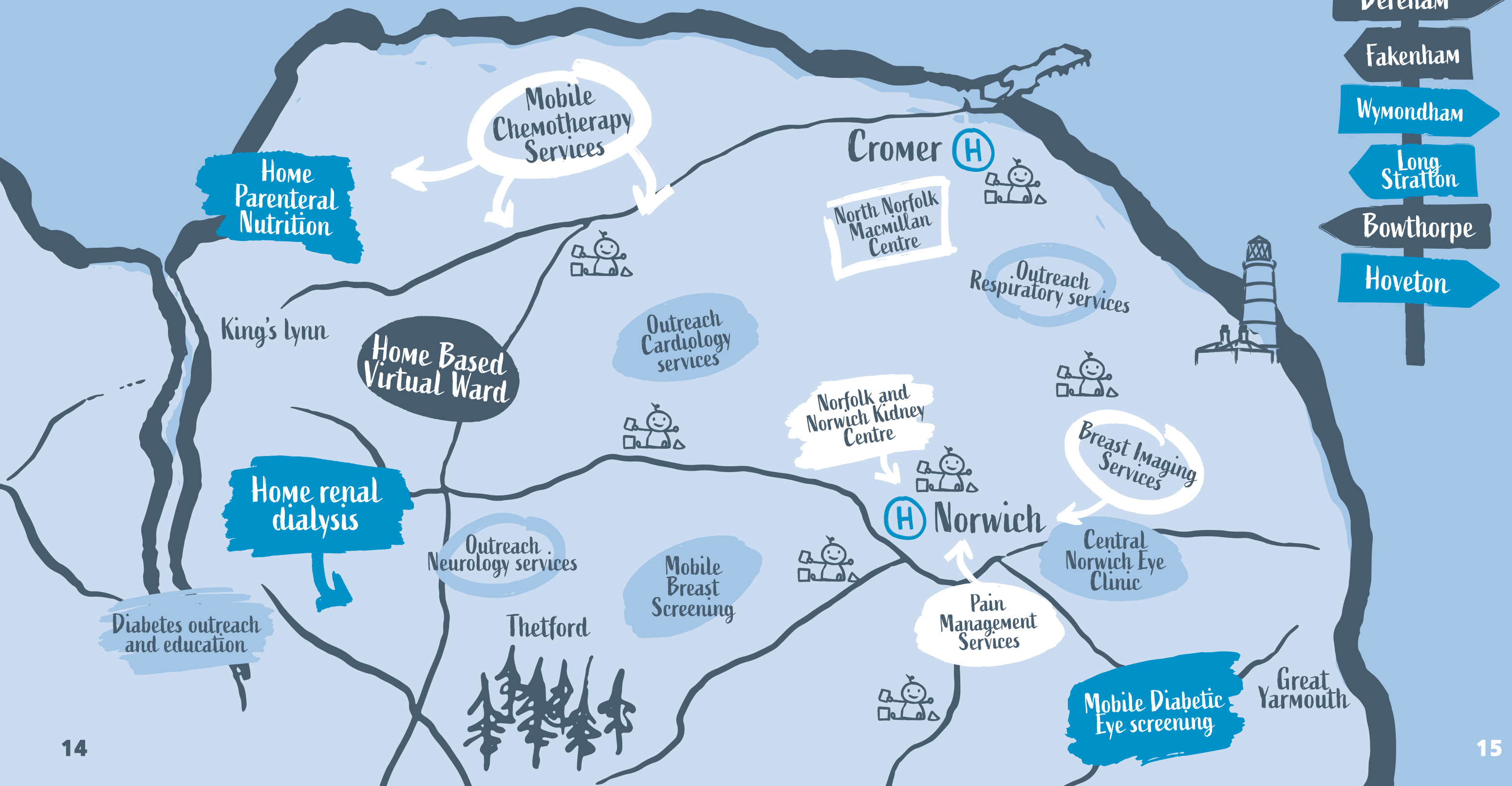
Fakenham

Wymondham

Long
Stratton

Bowthorpe

Hoveton



How our plan fits together

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Our Vision

The best care
for every patient

Our Vision is the future
we are all striving towards

Our Purpose

Working together,
continuously
improving for all

Our Purpose is **what** we do every
day to help us achieve our Vision.

Our Values
PRIDE

Our Values are **how** we go
about everything that we do.

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Our Values...



SUPPORTIVE
WELCOMING
KIND

People focused

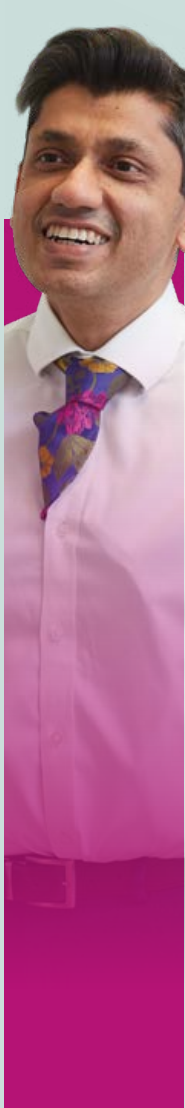
We look after the needs of our patients, carers and colleagues, to provide a safe and caring experience for all.



LISTENING
APPRECIATIVE
PROJECT DIGNITY

Respect

We act with care, compassion and kindness and value others' diverse needs.



PROFESSIONAL
COMMUNICATE
OPEN

Integrity

We take an honest, open and ethical approach to everything we do.



TEAMWORK
POSITIVE
HELPFUL

Dedication

We work as one team and support each other to maintain the highest professional standards.



SAFE
EFFECTIVE
IMPROVING

Excellence

We continuously learn and improve to achieve the best outcomes for our patients and our hospitals.

Our five Commitments

These are the areas that we are committed to developing over the next five years to achieve our Vision. You can read about how we are going to do this in 'Our Supporting Plans' section (34-67).



Our Patients

Together, we will develop services so that everyone has the best experience of care and treatment.



Our NNUH Team

Together, we will support each other to be the best that we can be, to be valued and proud of our hospital for all.

Our Partners

Together, we will join up services to improve the health and wellbeing of our diverse communities.



Our Services

Together, we will provide nationally-recognised, clinically-led services that are high quality, safe, and based on evidence and research.



Our Resources

Together, we will use public money to maximum effect.



Our Approach

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Investing in people and how we work

In the earlier section 'How our plan fits together' (p19) you will have seen 'on paper' how our Vision, Values and Purpose relate to our commitments and plans. The success of all of these things hinges on one critical factor. People. People helped build our plans and it is people who will bring them to life.

This section of our plan describes how we will support people to bring 'Caring with PRIDE' to life. Our focus will be on three key elements that cut across all of our plans. These are: Our Hospital for all, a great place to work and learn; continuously improving quality; and becoming more digitally enabled.



Our hospital for all, a great place to work and learn

Making NNUH our hospital for all, a great place to work is about how we support and value each other every day. **We are made up of some 10,500 individuals**, all of us with different backgrounds, lived experiences, needs and expectations. Together we are the NNUH Team. Getting this right means everyone feeling that they belong to the Team, and knowing that they are valued for the important role that they play. Individually it is about how we positively uphold our PRIDE values in our own behaviour and recognise it in other people. As an organisation it is about how we embrace the NHS People Promise through listening, putting people's health and wellbeing first, and empowering people at every level of the NNUH Team with the confidence and the skills to design and deliver the best patient care.

People Promise



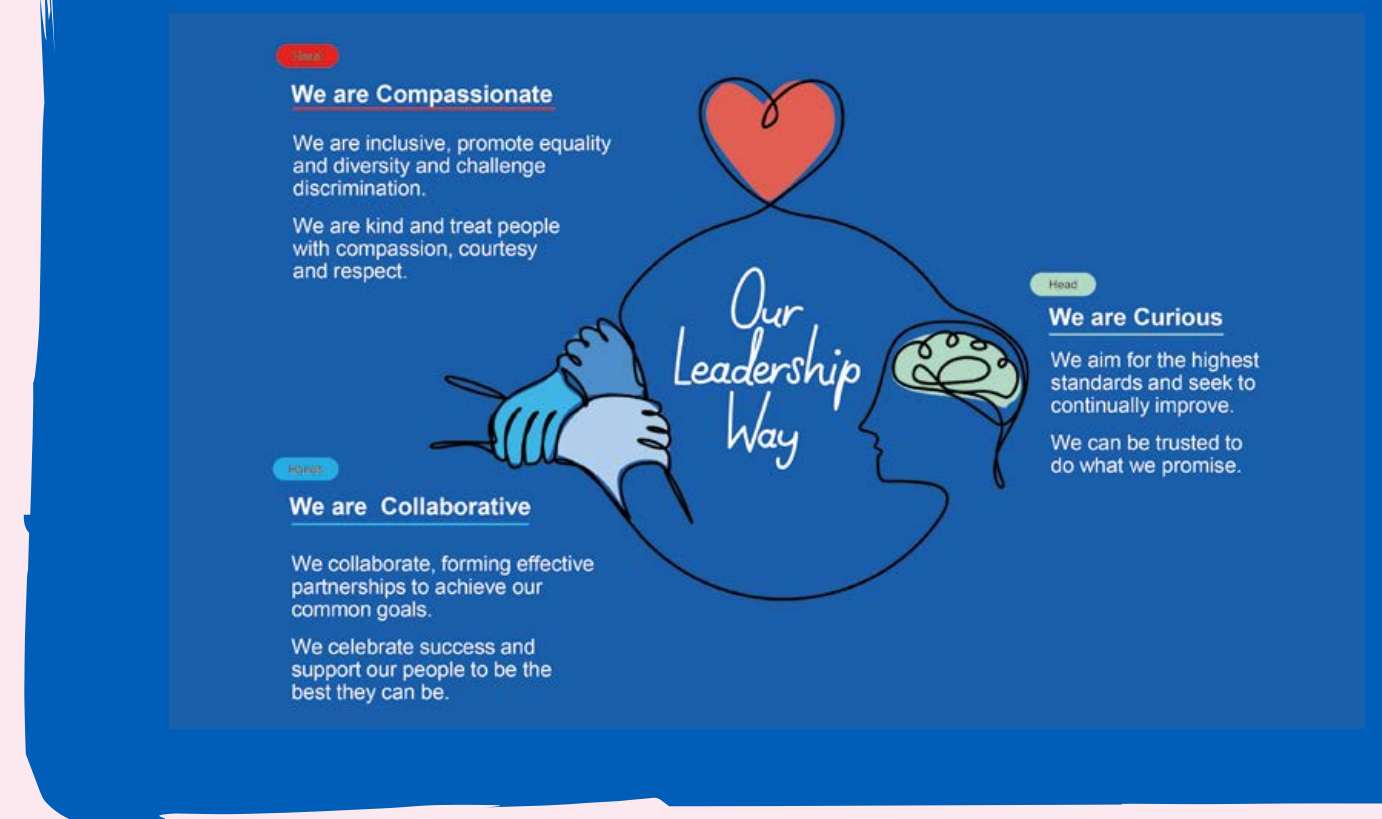
A great place to work starts with great leaders

We are building an organisation of leaders where strong and supportive leadership can be found at every level, across all roles and in all of our teams. Leaders think in ideas, inspire, and motivate people to achieve great work. We are committed to developing 'Our Leadership Way', inclusive leadership that is based around compassion and kindness, collaboration and curiosity.

Unlocking our full potential through learning

A key part of developing our NNUH Team is through real investment in learning opportunities. **We want everyone to reach their full potential**, developing themselves through a range of career progression, professional development and learning opportunities.

Through our Talent and Leadership development programme, everyone in the NNUH Team will be given opportunities to have a career conversation with their line manager every year. These conversations will identify development needs that can be met through a range of flexible learning opportunities at all levels. We will support everyone to progress in their careers by developing valuable skills and knowledge.



Continuously improving Quality

What do we mean by Quality?

Everyone in the NHS has organised themselves around a single definition of quality for over a decade: **care that is effective, safe and provides as positive an experience as possible**. We achieve this by being caring, responsive, person-centred and well-led. You can see what this means for our patients and us as an organisation on the next page.

Our new purpose statement 'Working together, continuously improving for all' underpins our commitment to team work, collaboration, inclusivity, and quality. We are delivering our quality plans through the commitments that you have seen and in particular our 'Journey to Outstanding'. At NNUH this is captured in our quality improvement logo which represents our staff working together with patients to improve quality.



What is a Quality Management Approach?

This is how we assure ourselves that services are consistently delivered to the highest quality for all patients. It involves quality planning, quality improvement, quality assurance and quality control. It is the consistent use of methods and tools to measure and continuously improve care and outcomes for all patients.

A Quality Management Approach for everyone in Norfolk and Waveney

We are developing a Quality Management Approach with System Partners. This will create a co-ordinated and consistent approach to managing the quality of what everyone does across the whole health and care system.

Together, we aim to transform healthcare for people, delivering better population health and wellbeing, better experiences of care, better staff experience and better value.

For patients who use our services this means...

Safety

We avoid harm to people from care that is intended to help them.

Effectiveness

Our services are based on evidence that produces a clear benefit to patients.

Experience

We have caring staff who involve and treat people with compassion, dignity and respect; and services that respond to people's needs and choices enabling them to be equal partners in their own care.

For our hospitals and NNUH Team this means...

Well-led

Being open and collaborative both within and outside of our organisation, and having a positive commitment to learning and improvement.

Sustainable

The responsible and efficient use of resources, providing fair access to everyone and according to the needs of our diverse population.

Equitable

The quality of our care does not vary because of a person's characteristics or background.



Becoming more digitally enabled

Being digitally enabled means transforming the way we deliver care through the use of technology, infrastructure, devices and information. We know that many patients expect technology and information systems to be part of how health and care services are delivered.

Why is being digitally enabled so important?

There is a great opportunity to make many people's experience and use of services more straightforward, more personalised and more interactive, as they have become used to in other areas of their lives. We also know that, at the moment, people get frustrated when digital systems don't 'talk to each other' and they have to repeat their information multiple times.

For us, it is not whether digital technology can play a role in addressing the challenges we face in improving people's health and wellbeing, it is how we make technology transform our services in order to improve patient care.

How do we plan to become digitally enabled?

We plan to use digital tools to support our people and physical capacity.

We know that there's a lot of work ahead to reach our ambition of being a digitally advanced hospital. However, we're already building the infrastructure and delivering the systems that will ultimately enable us to achieve this ambition. These are bringing real benefits to patients and the NNUH Team, while ensuring that we have strong information governance, cyber security and clinical safety.

You can see the details of this plan for the next three years on the following pages.



Our digital roadmap for the next three years (2022-2024)

Together

Year 1

EPR readiness works started Mapping 'as-is' clinical and backroom processes and investigating current systems which can be replaced and which will stay



Cyber improvement and security upgrades to keep our systems and information safe

CXIO Network / Digital faculty in place for clinicians to get involved in digital transformation across the Trust and wider ICS

Establish Digital Hospital - the transformation function to deliver digital change

Service management - ITIL, NIS compliance, DSPT

Year 2

Develop / Expand Digital Transformation function to prepare for EPR deployment and to make sure our legacy systems are safe, in alignment with other Acutes



EPR readiness works continue to map 'to-be' processes, start working practice changes, look into current system changes

Shared care record system to share longitudinal healthcare data across the Norfolk system - essential information visible to all clinicians

Year 3



Population health management system for managing conditions at population level enabling standard care based on real world data

Connect

Year 1



Clinical Messaging - a new way of communicating among staff, replacing the need for unapproved systems such as WhatsApp



Virtual consultations in place providing privacy to patients/staff and connectedness with primary and community care



Refresh intranet / website - easier access to up-to date information for patients, staff and citizens

Year 2



Improve productivity and collaboration online through Office 365 tools such as OneDrive and Sharepoint

VNA - a way to safely store clinical images that are easily accessible across organisations

Year 3



Patient portal - empowering patients to take control of their care, by giving access to view their record, results and provide input

Activate

Year 1

IP&C Module - new way of monitoring infectious diseases and hygiene in the hospital, creating a safe environment for care

E-Observations - Recording bedside observations and displaying them digitally, makes patient care safer

(EDMS) Scanning our old notes to save physical space, enable flexible working and easier access to patient records

Clinical decision support system to prompt clinicians to make right choice first time, reducing errors

Year 2

RIS / PACS system which takes and stores radiology images replaced-essential upgrade

RFID system allowing tracking of hospital items, improving efficiency and security

Wardview linking into e-observations, tracking patient movements across the hospital

Expansion of E-Obs into maternity and paediatrics, safer care for women and children

Year 3

LIMS - Laboratory information system replacement - essential upgrade

Deploying a full Electronic Patient Record , alongside the 2 hospitals

Understand

Year 1



Develop Power BI - Expand Data Warehouse to incorporate other data feeds and further enhance the Power BI platform



Single waiting list across 3 hospitals allows patients to receive right care first time and quickly



Upgrade Wi-Fi, server and network infrastructure to enable improved and resilient services

Year 2



Hybrid Cloud - storing information across physical and cloud, making data safe and systems resilient



Expand Cogstack - to use data more effectively for clinical research & direct care

Year 3



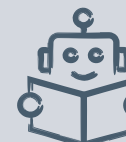
Artificial Intelligence - Big data analytics to understand complex problems

Innovate

Year 1



Virtual Ward enabling patient care at home through remote monitoring thus releasing more bed space



Robotic Process Automation start - system to automate admin tasks, releasing time for important works

Year 2



Robotic Process Automation continue - system to automate admin tasks, releasing time for important works

Our Supporting Plans

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Our plan for delivering the commitment to Our Patients

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Together, we will develop services so
that everyone has the best experience
of care and treatment

To our Patients...

We will...

Hear your voice

Because...

By listening to what you, your families and carers tell us about your experience of our care our services will better meet your needs.

The key things we will do to measure progress

- Develop and deliver the NNUH Patient and Carer leadership 'working together' approach.
- Create innovative, voluntary, and paid roles for patients and carers to ensure that we have wide participation and community representation at our hospitals.
- Develop the key 'Patient Safety Partners' role to support the delivery of our Patient Safety Strategy.
- Enhance the organisation of our feedback to better identify themes to influence improvements and drive professional and organisational development to become a true 'learning organisation'.
- Create a reporting dashboard for bringing all feedback together including the Friends and Family Test, Patient Advice and Liaison and complaints, on-line feedback, and compliments.
- Co-design and implement a range of support for carers including the Carers' Policy, partnership agreement and Carers' Passport.
- Families and carers will be able to access daily updates on care and have a named contact – family liaison will be integral to patient care through the Family Liaison Officer role.
- Reach out, engage, and develop partnerships with seldom-heard community groups. Utilise Equality Delivery System 2 and deliver NHS CORE20PLUS5 to identify health inequalities, and utilising Equality, Diversity and Inclusion (EDI) approaches to maximise impact.

Plan your care with you

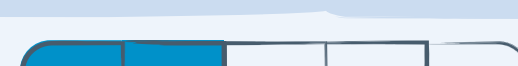
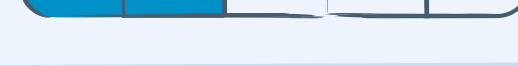
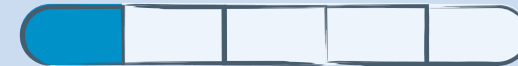
By making it easy for you to be involved in all aspects of your care, we will better understand you and reach your treatment goals together.

- Increase the number of agreed care plans recorded per patient per specialty.
- Make agreed care plans accessible to people through the electronic patient record.
- Evidence working in line with NICE guidance for Shared Decision Making (NG197).

Both the commitment and plan to our patients are focused on how we put people and their experiences of our care and treatment first. They concentrate on how we best engage, listen, and learn to improve all aspects of our hospitals, our NNUH Team, and our processes.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

Patients, carers and service users will be involved from the start of any service change - all project initiation documents and processes will reflect this; it will be the norm for patient and carer representatives/leaders to be embedded in committees and divisions and work as 'equal partners' with colleagues to improve patient experience and safety.

Patient feedback and stories will drive our Quality Improvement projects. Improvements achieved will be measured in changes to feedback and identified themes, reductions in complaints, and increases in compliments.

Carers will be integral to the overall care of patients – involved in care planning and discharge – kept informed and updated and feel part of the 'team around the patient'.

We will maintain our Carers Tick Award (Health Accreditation).

Increased equity in service provision; better engagement from diverse people/communities in service improvements and redesign.

Patients and clinicians collaborate to reach joint decisions around care and treatment; they feel empowered to make the right decisions at the right time for them.

We will...

Design our services with you

Because...

By working with you to review and design the services that we offer they will better meet your needs and expectations.

The key things we will do to measure progress

- Review and redesign the heart failure service.
- Create and deliver a rolling plan of annual service redesign.
- Increase evidence of Equality Impact Assessments that ensure services/improvements are fair and equitable, by working with staff networks and community links/engagement.

Know your story

By ensuring that your health record is always with the person looking after you, you will not have to repeat yourself.

- Electronic Patient Record allow for secure and reliable information sharing.
- Make sure patient accessible information needs and reasonable adjustments are included in planning the care.

Provide continuity and co-ordination

By having one named person who organises your care with you who you can easily contact, you will always be informed and understand your care.

- 100% achievement of providing one named person for patients to contact in relation to their care.

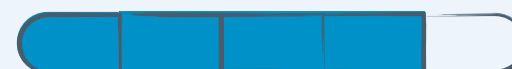
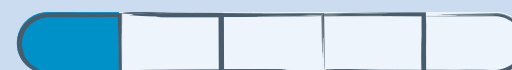
Reduce unfair and avoidable differences in care (known as health inequalities)

By working with seldom heard groups we will ensure that everyone has equitable care.

- Insight and analytic report developed identifying inequalities within hospital services.
- Measurable reduction in known differences in care for seldom heard groups linking to the NHS Core20Plus5 strategy and the Equality Delivery System 2.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

Patients and carers will have been involved with the redesign of services from the beginning – all project initiation documents and processes will reflect this.

Increased equity in service provision; better engagement from diverse people/communities in service improvements and redesign; and utilise positive feedback and patient stories.

Improved health and experience outcomes of those who experience health inequalities.

Patients feel involved in the planning, delivery and ongoing assessment of their care and can have confidence that they know who to go to and where to gain support.

Increased equity in service provision, better engagement from diverse people/communities in service improvements and redesign.



Our plan for delivering the commitment to Our NNUH Team

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Together, we will support each other to
be the best that we can be, to be valued
and proud of our hospital for all

To our NNUH Team...

We will...

Strengthen our Team

Because...

By effectively addressing gaps in our workforce we will better support each other to give the care that we want.

The key things we will do to measure progress

- Publish our workforce development plan in year one and deliver against this for the remaining life of the strategy.

Support and value each other

By meaningfully changing our culture, everyone will be heard and contribute to a better workplace for all.

- Engage, co-produce, and deliver an Organisational Development plan.
- Develop and deliver a structured programme to embed a culture of 'Speak Up, Listen Up, Follow Up' as business as usual.
- Publish and deliver our People Plan to include a detailed staff experience improvement programme.

Prioritise our Hospital for all

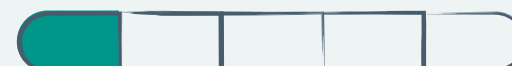
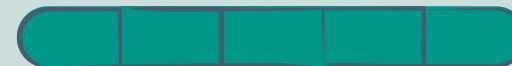
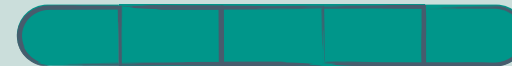
By actively being a diverse organisation with an inclusive culture our hospitals will be a better place for everyone to work and visit.

- Publish a hospital Equality, Diversity and Inclusion strategy in the first 6 months and deliver the associated action plan across the rest of the strategy.

The greatest strength of our hospitals is the dedicated people who work and volunteer here. The commitment and plan to our NNUH team focuses on a long-term investment in the strength, depth, skills, experience, and wellbeing of everyone in the NNUH Team. It's imperative we have the right culture of diversity and inclusion, support, and respect at the heart of everything we do.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

We will achieve a 10% staff vacancy rate and reduce this to a target of 5%.

We will have a great culture that empowers people with confidence and the skills to design and deliver the best patient care.

100% of staff will undertake Speak Up training and Speak Up training will become mandatory for all staff.

Through the NHS Staff Survey our NNUH Team will report year on year improvements across all domains.

There will be a 5% year-on-year reduction in reported instances of bullying and harassment.

See a measurable increase in the diversity of our management and leadership roles.

Reduce the % of BAME staff reported instances of bullying to at least equal with overall Trust reported instances.

Reduce the gender pay gap for female staff to equal with male colleagues.

Undertake a race pay gap review and deliver an associated action plan.

We will...

Put our health and wellbeing first

Develop our talent and leadership

Support flexible working

Improve our workplace

Provide excellent education and teaching

Because...

By doing this we will be best placed to cope with our daily challenges and quick to support colleagues when they are not ok.

By giving everyone an equal chance to reach their full potential through flexible learning opportunities we will have the best Team giving the best care.

By supporting us all to work flexibly, we can have a healthy work and home life balance.

By making important changes to our facilities we will have a more positive experience at work.

By developing our education environment, teaching and learning at our Hospitals will be the most rewarding experience for everyone.

The key things we will do to measure progress

- Enhance staff psychological training and support services.

- Publish, deliver and report a talent and leadership development programme.

- Deliver a policy of modernised and supported hybrid and flexible working.
- Produce a new travel to work policy in 2022 including site access review and deliver plans for more staff to park on site.

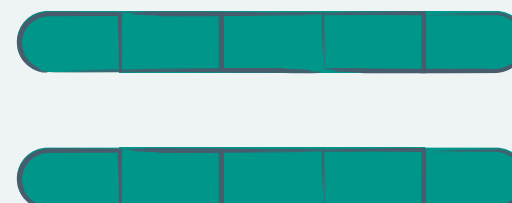
- Deliver a structured programme of functional space improvements.

- Co-design and deliver an Educating with Purpose strategy for medical, nursing, midwifery, AHP, and Skills Academy trainees.

- Launch and embed the 'Student Experience Committee'.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

All staff will be able to access wellbeing services 24/7 and 365 days of the year.

Every member of staff will have a structured health and wellbeing conversation as part of their appraisal process.

All line managers at band 7 and above will have a structured, monitored training programme, updated each year.

Everyone will have a recorded career development conversation and plan with their line manager.

There will be a measurable change in the opportunities for people to work permanently from home or agilely between home and work.

Our NNUH Team will report better access to parking and ease of travel to work.

Increased funding for workplace improvements.

Staff will report better access to changing facilities and rest areas.

Deliver further development of our outside spaces.

A year on year increase in the number of training opportunities to meet our Hospital's workforce requirements and the health needs of our diverse population.

Everyone who trains at our Hospital's will be given an opportunity to work here.

There will be a year on year increase in reported positive experiences of all students, doctors in training and teaching groups.

Our plan for delivering the commitment to Our Partners

48 – 55

Together, we will join up services to
improve the health and wellbeing
of our diverse communities



To our Partners...

We will...

Work together to develop the best Integrated Care System for the people of Norfolk and Waveney

Because...

By being a valuable partner that supports and delivers for the System, our services will be best placed to meet the essential needs of our diverse population.

The key things we will do to measure progress

- Align our Clinical Services Strategy to deliver the objectives of the Norfolk and Waveney System Clinical Strategy.
- Commit resources to delivering the Health and Care Data Architecture project (HCDA) which will safely join up system data and information.
- Develop and deliver a partnership plan for sharing resources, including non-elective care and back-office support.
- Agree and implement ICS-level financial arrangements.

Be better together as the Norfolk and Waveney Hospitals Group

By formally committing to trusted relationships with the Queen Elizabeth and James Paget Hospitals we will all be better placed to deliver the best hospital services for everyone.

- Address patient waiting lists together, developing a standard approach to waiting and referral management.
- Agree a Hospital Group Clinical strategy.

Collaboration and co-operation are the key principles of this commitment to our partners, and our plans for the next five years and beyond. As partners in systems of care, in education and training, and in research, we know that we can achieve far more working together than individually.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

Record of our actions towards measurable improvements in key areas of population health and healthcare in Norfolk and Waveney.

Record of our actions towards measurable reductions in reported improvements to inequalities. For example, experience of care and access for services across Norfolk and Waveney (including long waiting times).

We will have a better understanding of population health needs and unexplained differences in care and a record of how this guides our service development and action plans.

Record of our actions towards measurable reductions in reported health inequalities. This is measured through the national Model System and Strategic Framework rating.

Fewer people will have to wait for long periods of time for their treatment (measured by waiting lists).

More people will be offered a choice of treatment location.

People will benefit from better quality and access to hospital services for a range of health conditions.

More hospital services will be better staffed, have less staff vacancies, lower staff turnover rates and receive better patient feedback.

Hospital services will be delivered more cost-effectively (through the use of fewer locum and agency staff, and better utilisation of space).

We will...

Be better together as the Norfolk and Waveney Hospitals Group

Because...

By formally committing to trusted relationships with the Queen Elizabeth (QEH) and James Paget Hospitals (JPUH) we will all be better placed to deliver the best hospital services for everyone.

The key things we will do to measure progress

- Explore the benefits of Group Research and Development.
- Collaboratively deliver the Group programme of imaging diagnostic and assessment centres .
- Implement a Group Electronic Patient Record system across the three hospitals.

Work more closely with Primary Care Colleagues

By prioritising the success of Place Based Care with GP's, Networks, and other health, social care, and voluntary sector partners, more people will be cared for as close to their homes as possible.

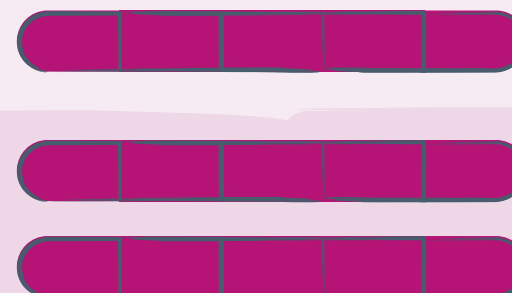
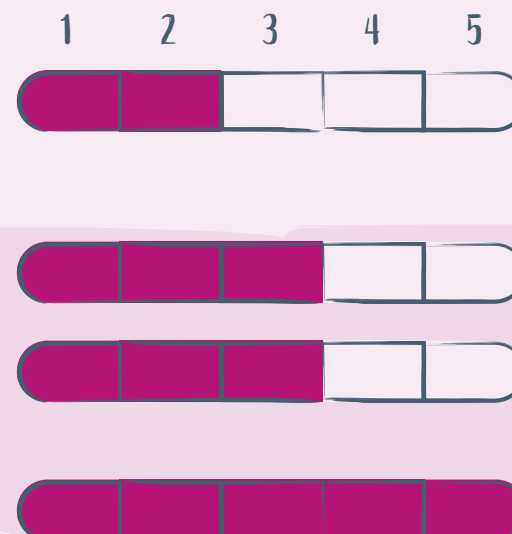
- Put in place formal arrangements with central Norfolk Places to enhance the care of people with long-term conditions and multi-morbidities.
- Support the co-design of community services.
- Progress the hospital care in the community programme (heart failure, IV antibiotics, musculoskeletal services).

Enhance our Education and Teaching partnerships

By working with our Higher Education partners, especially the UEA, we will plan and train the best healthcare professionals, address workforce gaps, and consistently meet the care needs of our diverse populations.

- Co-design and deliver an Educating with Purpose strategy for medical, nursing, midwifery, AHP, and Skills Academy trainees.
- Expansion of facilities and changes to our working arrangements to increase the number of training opportunities.

Timescale (Yrs)



What will be different in the future

Joined up Research and Development capabilities could mean larger, more comprehensive studies in Norfolk and Waveney and offer more patients access to cutting edge treatments.

Three new imaging diagnostic centres for Norfolk and Waveney at the NNUH, JPUH and QEH.

All clinicians in the three acute hospitals will be working with the same digital system which will greatly enhance quality and communication.

A greater focus on the specific health needs of our localities with a reduction in the increase of emergency admissions to hospital.

There will be a measurable reduction in emergency and planned admissions to hospitals with more patients treated at home or in their own communities.

Increasing and retaining the number of teachers we have to support training opportunities that meet our hospital's workforce requirements and meet the health needs of our diverse population.

We will...

Drive world-class research

Because...

By prioritising the success of all research partner organisations we will be at the forefront of health innovation and care, attracting and keeping the best minds.

The key things we will do to measure progress

- Co-design and implement a research and development plan with the Norwich Research Park, Clinical Research Network and wider research partnerships.

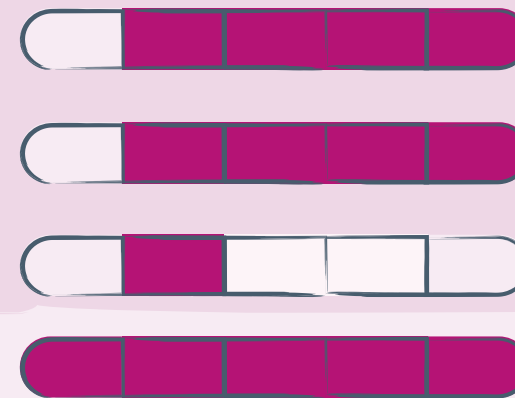
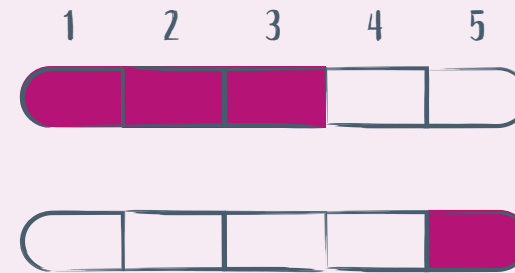
Continue to develop specialised service networks

By collaborating with regional partners on the development of specialised services in the East of England, people will receive the highest quality specialised care as close to where they live as possible.

- Develop and deliver hospital-based genomic services as part of the NHS East Genomic Medicine Service Alliance.

- Formally be part of a specialised services provider collaborative with partners in the East of England supporting service developments.

Timescale (Yrs)



What will be different in the future

Measurable increases in research activity and enrolled patients doubling research, research income and investment by 2026.

We will bid to become a recognised Biomedical Research Centre.

Systematic use of genomics in clinical practice and pathways at all available levels.

Clinicians and clinical scientists being actively supported to incorporate cutting edge genomic research into their work.

We will understand whether local testing capacity and capabilities are viable at the NNUH.

Record of actions that result in an increase in the number of patients being treated in the East of England, in Norfolk and Waveney, and at the NNUH.

Our plan for delivering the commitment to Our Services

56 – 61

Together, we will provide nationally
recognised, clinically led services that
are high quality, safe, and based on
evidence and research



Our Services...

We will...

Co-produce a clinical services strategy for our hospitals

Because...

By reviewing the long-term organisation of our services, we will ensure that we best meet the essential needs of our diverse population from birth to old age.

The key things we will do to measure progress

Publish a clinically-led co-produced clinical services strategy based on the following principles:

- Hospital care only where essential and where no other alternative exists (supported by long-term collaboration to develop alternatives and further expansion of 'hospital care in the community' services).
- A Population Health approach to service planning and development.
- A 'no waiting time breach' approach to hospital care.
- A hospital campus model that shields specialties and services from the impact of unintended activity.
- Further define and strengthen services that only the NNUH is able to offer the Norfolk and Waveney population.
- Collaboration to maximise equitable and efficient use of all hospital sites in Norfolk and Waveney.

We need to ensure our services are the right size and are delivered in the most effective way. The plan and commitment to our services seeks to ensure we best meet the essential hospital needs of people who live in Norfolk and Waveney.

Timescale (Yrs)



What will be different in the future

For Planned Care

- More people will control their follow up outpatient appointments for a range of health conditions.
- More people will benefit from non face to face, and closer to home hospital services.
- More people will be given a choice of local hospital to reduce the time they wait for tests and treatment.

For Unplanned Care

- People will have scheduled appointments for urgent treatment rather than having to wait in ED.
- More people will benefit from same day emergency care without the need for admission and overnight stay.

For Specialised Care

- Fewer people will have to travel out of county to receive their care for a range of emergency and planned care services.

We will...

Be recognised for the best care

Because...

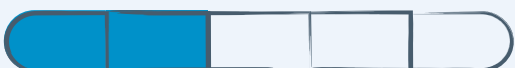
By continuing our 'Journey to Outstanding', improving our leadership, performance, quality, and patient safety we will achieve the care standards we want for all.

The key things we will do to measure progress

- Continue to deliver the Pathways to Excellence programme.
- Launch and embed the NNUH Quality Management function to support a structured programme that delivers a Performance Accountability Framework improvement plan.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

We will achieve a CQC rating of Good as a measure of the care we provide to patients.

Every year we will achieve our Quality Priorities for Patient Safety, Clinical Effectiveness, and Patient Experience.

We will deliver elective and cancer recovery plans in line with planning guidance.

Operational and performance undertakings will be removed.

We will have capacity plans in place for each service that delivers operational productivity in the top 25% nationally.

We will have capacity plans in place for each service that delivers operational productivity at the top 10% nationally.

All of our Divisions will have an internal rating of earned autonomy.

85% of our Sub-Divisions will have an internal rating of earned autonomy.

Become more digitally enabled

By developing our digital and IT systems to be more connected we know we can drive better quality, safer and more responsive services for everyone.

- Deliver our Digital Roadmap.
- (Please go to pages 30-33 to see our detailed plans for this.)



By the fifth year of our strategy we will be nationally recognised as being more 'digitally mature' than most other Trusts in the country.

Embed world class research

By supporting research throughout our hospitals our Teams will be at the forefront of innovation, understanding, and care. We will also attract and keep people with the best minds and skills.

- We will deliver plans that increase our research capabilities and activity year on year for the next five years.



We will have a year-on-year increase in the number of trained Clinician Scientists.

We will increase the number of Patients enrolled in trials every year to double the baseline by the third year of our strategy.

We will increase the amount of research activity year-on-year as measured by research funding.

We will aim to regularly achieve 200 self-generated publications a year.

Our plan for delivering the commitment to Our Resources

62 – 67

Together, we will use public
money to maximum effect



Our Resources...

We will...

Be good stewards of public money

Because...

By having a governance framework that is approved by independent regulators, our allocation of public money will be managed in the best way.

The key things we will do to measure progress

- Improve and sustain the level of assurance over our internal financial control.

Be financially sustainable

By working within the resources available to us we will support the NHS to provide the best care for everyone who needs it.

- Delivery of Financial Strategy through agreed improvement framework and transformation initiatives that will support delivery of the overall Trust Strategy.

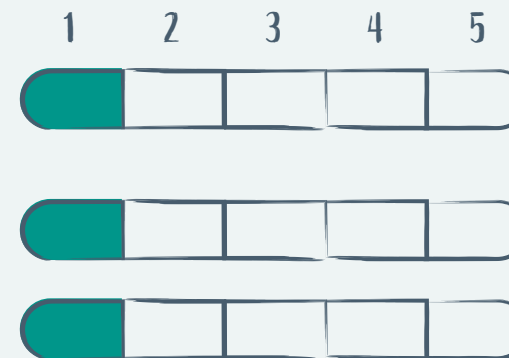
Be efficient and effective

By enhancing our best use of people and resources we will get the most out of public money and care for as many people as possible.

- Have processes in place to routinely monitor, identify and reduce unexplained differences in care.
- All actions in relation to our Use of Resources tactical action plan will be completed.

The commitment and plan are about ensuring that we effectively use all of our allocated resources to provide high-quality and efficient care for patients. It includes the best use of our finances, estates, and facilities, and how we reduce waste and our impact on the environment.

Timescale (Yrs)



What will be different in the future

We will achieve and maintain an assurance level rating of good from updated Trust Financial Governance Review.

We will clear all Regulator assigned 'Finance Undertakings' as defined in 2020-21.

The annual Head of Internal Audit Opinion, will move from 'Reasonable' to 'Substantial'.



We will deliver financial performance that complies with the national financial framework.

The underlying deficit will improve in each year of the strategy.

We will deliver a Cost Improvement Programme of at least 1% above the national requirement each year.



We will ensure our staff have the skills and methodology to simultaneously improve care and reduce costs.

Our CQC Use of Resources rating will improve from Requires Improvement to Good.

We will...

Modernise our infrastructure

Because...

By having the most up to date facilities we will support our staff to care for the greatest possible number of people.

The key things we will do to measure progress

- Design and deliver our 'Estates Masterplan'.
- Deliver our five-year equipment replacement programme.
- Agree and implement ten year lifecycle plan with PFI operator.
- Maximise the value from PFI infrastructure through effective contract management and influencing national policy wherever possible.
- Deliver the expansion of diagnostic imaging facilities.

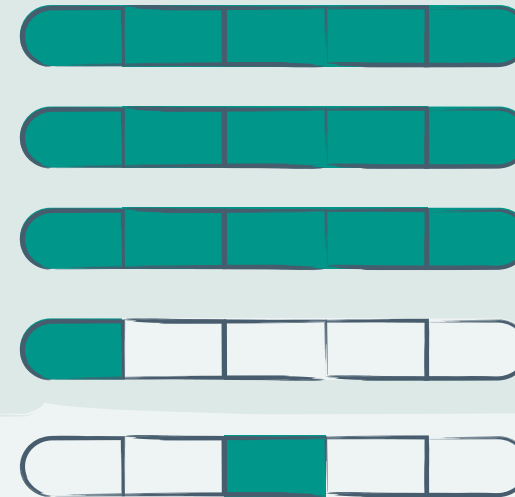
Work towards a Net Zero Hospital

By committing to the NHS Carbon Footprint programme we will improve the health of our environment for everyone's future.

- Publish, deliver and monitor the NNUH Green Plan.

Timescale (Yrs)

1 2 3 4 5



What will be different in the future

We will continue to grow and maintain the size and condition of our Hospitals to a level that supports safe, effective and caring service delivery for the population of Norfolk and Waveney.

We will open a new diagnostic and assessment centre located on Norwich Research Park.

Through our policies and practices we will be a climate change aware organisation that measurably reduces the use of energy and waste.

Thank you
for taking an interest in
our five-year plan.

If you would like to read about
how we developed this plan with
our community, please get in
touch and request our
engagement summary.

If you would like this 'Caring with PRIDE:
Our plan for the next five years' in an
alternative format, please email:
communications@nnuh.nhs.uk



Norfolk and Norwich
University Hospitals
NHS Foundation Trust

www.nnuh.nhs.uk/about-us/caringwithPRIDE