

Norfolk Health Overview and Scrutiny Committee meeting 20th March 2025 (NHOSC)

The Committee met to discuss two topics.

Norfolk and Suffolk NHS Foundation Trust's (NSFT) Improvement Plan Update

NSFT has recently come out of special measures and regularly report to the NHOSC committee.

The trust is building from the learning from deaths program. There has been a recent staff survey with results still being analysed. A Crisis Resolution pathway from A&E and hospital discharge is being developed. Patient and family responses have been more positive since the last report. A Patient Experience Officer has been recruited to interface with service users and carers.

There appears to be a great willingness to move forward on the journey with more openness and transparency. They remain keen to get all staff on board with new pathways to reduce staff turnover and improve services.

There are impending NHS cuts, but the Trust were confident this could be made by efficiencies in the service such as reducing bank staff and updating procedures.

Norfolk and Waveney Hospitals Group Model of operation

The new model of the three acute hospitals (James Pagett, Queen Elizabeth and the Norfolk and Norwich) is not a merger.

The hospitals are keen to preserve the ethos of a strong base in the community each hospital serves. Each Trust will maintain its own legal autonomy with its own Council of Governors together with a Managing Director who will be a full member of the board. An interim Group Chair will be appointed in March and a CEO in April.

There were plans to introduce a university status. There was a desire to look to provide more services locally.

The four main opportunities for collaboration are:

- a. Transform health services based on the needs of patients and population
- b. Deliver high quality outcomes building on combined knowledge, skills and experience
- c. Achieve greater sustainability by working at scale

There were concerns raised if staff would be expected to work at all hospitals due to the rurality. Many questions were asked about the way forward, but we were reassured the hospitals will remain separate, uniting to pool ideas, buying capacity and improve sustainability.

The NHOSC Committee met separately to discuss the proposed changes to the Norwich Walk in Centre and the survey that is currently being undertaken. The Committee and Healthwatch expressed their concern that there would be profound consequences of changing this service.

Moving forward they will be keeping a close eye on the progress of the changes to this vital service.

