

Norfolk and Waveney Acute Inpatients Transformation Plan for Mental Health, Learning Disabilities and Autism

Overview of the Plan

From 2024/25, the Norfolk and Waveney Integrated Care System (ICS) will start work on a three-year plan to transform acute mental health and Learning Disability and Autism inpatient care. This initiative, part of a broader national effort, aims to address quality concerns and ensure patients receive timely and appropriate care. Information on the national programme is available [here](#).

Goals

The plan aims to:

- Improve care quality and efficiency.
- Follow NHS England's guidelines.
- Implement the 'Culture of Care' programme for safe and equitable care.



Current Services and Approach

Norfolk and Waveney currently offer a wide range of inpatient mental health and Learning Disability and Autism services. These services are provided by both NHS Trusts and private hospitals, with most beds in NHS facilities. This programme of work covers a little over 200 NHS commissioned beds for adults with mental health, Learning Disability and Autism needs.

The plan involves collaboration with system leaders, experts by experience, community partners, integrated care partners, and our neighbouring ICB in Suffolk and North East Essex. The first year will focus on:

- Purposeful Admissions
- Therapeutic Inpatient Care
- Proactive Discharge Planning

Key Elements



Purposeful Admissions: Ensure hospital is the best place for treatment, with all other options considered first.

Therapeutic Inpatient Care: Provide effective treatments and safe environments based on best practices.

Proactive Discharge Planning: Ensure timely discharges to the most appropriate settings.

Engagement

Patient and community engagement is essential for improving health outcomes, ensuring value for money, and addressing health inequalities. Norfolk and Suffolk Foundation Trust will lead this effort through their Culture of Change programme team. The Lived Experience Advisory Group (LEAG) within the Trust will ensure patient experiences shape the development and implementation of the national guidance with a lens of local lived experience – incorporating experiences of all the inpatient settings which are part of this programme.

The Culture of Care work will focus on inpatient ward areas and teams, including:

- Establishing a learning network to share experiences and ideas.
- Addressing inequities with a focus on autism-informed care, anti-racism, and trauma-informed approaches.
- Promoting co-production of care models.

More information on coproduction commitments and activities in Norfolk and Waveney are available [here](#) and [here](#).

Workforce

Appropriate staffing is fundamental to delivering safe and effective care. The plan includes:

- Establishing baseline staffing data to inform future workforce needs.
- Reducing staff turnover to 10% and vacancy rates to 9% within five years.
- Improving staff satisfaction and diversity, particularly among minority staff.

Next Steps

The plan has been submitted to NHS England, and preparations for implementation are underway. This includes working with individuals who have direct experience with Norfolk and Waveney's inpatient services to ensure the changes are relevant and effectively implemented.

