



Ambition 8: Improving Productivity & Efficiency

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“Our ambition is to change how we work with partners across the Norfolk and Waveney ICS to look at ways we can work together more effectively and become more efficient, whilst driving forward service improvements to meet the needs of our local population. It is not simply about saving money but also about delivering better services and outcomes for our patients and local communities.”



Andrew Palmer
Director of Performance, Transformation and Strategy
NHS Norfolk & Waveney ICB

Our objectives

- a) Improve the services we provide by enhancing productivity and value for money, delivering services together where it makes sense to do so.

What would you like to see in our five-year plan for health and care services? What matters to you most?

The focus of this ambition is to systematically review data about our services and compare how we perform with other systems nationally, seeking out opportunities to work more effectively and efficiently for the benefit of our population.

We will work together in partnership to ensure we achieve value for money, ensuring we use our resources as wisely as possible for the benefit of our population.

Why we chose these objectives

Deciding where to look to improve productivity and efficiency has been driven by the data and in discussion with our staff. All partners are looking at their own internal efficiencies as a constant process. This ambition directly contributes to one of the “triple aims” of the NHS which is about having regard to the wider effect of decisions made about the provision of health and care. Efficiency and sustainability of use of resources is one of those aims.

We have access to the Model Health System [Model Hospital](#) which allows NHS organisations to compare themselves with each other and look for variances. Opportunities to improve productivity and outcomes identified through Getting it Right First Time [GIRFT](#) benchmarking are also being reviewed.

We look at examples of good practice across the local system, regionally and nationally, and use our Health Intelligence data to determine where to focus.

Objective 8a Improve the services we provide by enhancing productivity and value for money, embracing digital innovation and delivering services together where it makes sense to do so.

What are we going to do?

Our organisations have established improvement programmes examining a range of areas in which to increase productivity and value for money. We have already brought together some administrative functions to improve value for money.

Existing improvement programmes include a focus on Procurement, Estates, Digital, Workforce and Medicines Management opportunities.

Our two areas of focus for year one and two are:

- a) Organisations will continue to improve their operational efficiency across a range of areas of spend including procurement, estates, digital, workforce and prescribing.
- b) We will work together to enhance outcomes, productivity and value for money through our new Improving Lives Together Programme.

How are we going to do it?

We have established our Improving Lives Together programme, an ambitious improvement programme, drawing together partners from across our system to work together to improve the services that we provide.

We will assess opportunities based on evidence and benchmarking of data through sources including the Model Health System. We will draw all these elements together under dedicated governance, led by our CEOs.

The initial focus of this work is on Digital and Workforce services, and we have already undertaken a detailed assessment of how we currently deliver these services to see how we can make improvements. Options are being developed that will help us to reduce duplication, improve outcomes and make best use of every pound we spend as an ICS.

How are we going to afford to do this?

This programme of work will deliver enhanced productivity and value for money and is not anticipated to increase overall costs in our system.

Options will be carefully assessed as part of approving the cases for change for individual service areas.

What are the key dates for delivery?

Year 1 April 2024 - March 2025

- In 2024/25 will begin to see the roll out and impact of any changes to Digital and Workforce services.
- We will establish further arrangements to coordinate and oversee our joint work on efficiency and productivity, closely linked the trajectory of our Medium Term Financial Plan (MTFP)

Year 2 April 2025 - March 2026

- We will begin to see the impact of our improvements in the second tranche of services identified for improvement as part of our Improving Lives Together Programme, and will continually review opportunities for improvement led by data and best practice.

Years 3 - 5 April 2026 - March 2029

- Our Improving Lives Together programme will continue to support review and improvements in services as part of our continuous service improvement approach.

How will we know we are achieving our objective?

- We will undertake post implementation reviews for changes led through our Improving Lives Together programme to formally assess that we have successfully delivered the operational and financial improvements set out in individual business cases..
- We will use national benchmarking data drawn from the Model Health System to measure our improvement relative to national benchmarks and other ICSs.

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doing this?

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What should quality feel like? Meet Charlie

Charlie, aged 19, has been a family carer for most of her life and a member of Norfolk Young Carers' Forum, supported by the charity Caring Together as part of Norfolk and Waveney ICS. The Forum helps to recognise the lives of young carers and ensure that health, care and education services across Norfolk understand their needs. The Forum has carried out surveys of young carers and ran a conference for people working across the health and care system. Forum members have recorded videos, shared their experiences and reviewed all of the materials which are used in carer-awareness training. Charlie has put a lot into the forum, and got a lot out of it too.

Charlie says: "At first I was surprised they gave a 15-year-old the responsibility of doing the lectures, but I'm used to it now. It's still nerve-wracking but I know exactly what I am doing. I was a shy kid, but when I joined the Forum, I felt a real surge in confidence; it gave me a voice. In the Forum, everyone accepts who you are. Everyone is in a similar boat. They all just get it. I've made a lot of friends that I will be friends with for the rest of my life and pushed me to do what I want to do."

Charlie's caring role continues and when she reflects on five years in the Forum, she is positive about the changes that have happened in that time. She remains committed to driving further change for young carers.

