

Ten minutes with the Trust



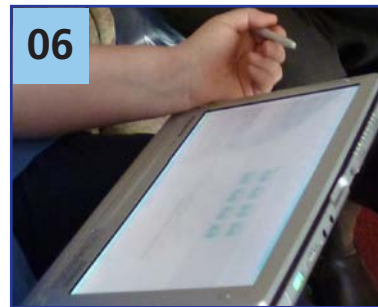
Helping patients to quit smoking

Ahead of No Smoking Day in March, smokers are being reminded of the support on offer from Smokefree Norfolk. This includes access to one-to-one and group support, as well as medication, such as patches, mini lozenges and mouth spray. The team's expert advisors recently visited towns and villages across the county, encouraging people to hop aboard their health bus to pick up professional advice and sign up to quit smoking.



GPs and patients rate CN&T service

Following the launch of the new Community Nursing and Therapy (CN&T) service specification last year, GPs and patients were recently invited to share their views in a survey. The results show that 64% of GPs are 'satisfied' with the overall service provision and 70% are 'satisfied' with the referral process. Around 85% of patients are 'very satisfied' with the overall service, while a further 8% are 'fairly satisfied'. Feedback also shows that 99% of patients feel professionally cared for.



New technology brings benefits

Staff from NCH&C have been equipped with new technology which enables them to update patient records without having to return to their base. The new Toughbooks, which are hardwearing briefcase-like laptops with integrated mobile connectivity, have been provided to 135 health visitors. The equipment enables clinicians to securely access SystemOne and update patient records. This ensures health professionals from the Trust, as well as GPs, can access timely information about their patients.



Improving access to services

Latest figures show that 98% of patients accessing NCH&C's Musculoskeletal Physiotherapy Service are now seen within 18 weeks of a referral. This is a significant improvement on previous figures. The service has introduced a number of initiatives, including reinstating locality-based booking. The accessibility of the Trust's Wheelchairs Service has also dramatically improved, with figures showing 94.4% of patients are provided with their wheelchair within 18 weeks.



Prospectus outlines palliative care courses

NCH&C's new Palliative Care Education (PACE) Prospectus outlines the range of training courses on offer to local health and care professionals, including GPs. The Palliative Medicine for GPs course aims to give registered GPs a firm grounding in generalist palliative care, encompassing patients' wellbeing, symptom control, developing communication skills, psychological support, and palliative care medicine.



A few words from our Medical Director

“ Welcome to the winter edition of The GP Exchange!

The New Year is already off to an exciting start with a number of developments and opportunities at NCH&C.

Firstly, I am delighted to confirm that I have now been appointed as NCH&C's Medical Director.



Following a competitive appointments process I was recently selected by the Trust to take up the role on a permanent basis, having held the position on an interim basis over the last few months.

As the Trust's Medical Director, it is my aim to ensure that NCH&C's frontline clinical staff are fully supported to continue working to the highest standards. I want to reiterate my firm commitment to work ever more closely with you, our local GPs and CCGs, to achieve this.

With this culture of ongoing feedback in mind, I am delighted to have seen some very positive reports regarding our CN&T teams, following a survey of referring GPs. The results show that 71% of GPs are 'satisfied' with the referral process and over 60% are 'satisfied' with the overall service provision.

We also surveyed our patients to gather their thoughts on this service. The results show that 94% of people are 'satisfied' with the service, and almost

all patients (99%) felt safe and professionally cared for. Read more about what GPs and patients said about the service on page 5.

I am pleased to also report that we have seen positive feedback and improved accessibility within a number of our services. For example, 98% of our MSK Physiotherapy patients are now seen within 18-weeks of a referral.

Similarly, latest figures for our Wheelchairs Service show that 94% of patients are provided with their wheelchair within 18 weeks. A patient satisfaction survey has also indicated that 87% of people using this service are 'very satisfied' and a further 8% are 'fairly satisfied'. More about these services on page 3.

As well as receiving praise from our patients, our services have also been highly rated by independent quality inspectors. The Care Quality Commission recently praised the care on offer at our Benjamin Court inpatient unit, in Cromer (read more on page 12), while Ofsted has given the thumbs up to one of our Sure Start Children's Centres, in Thetford (page 9).

However, we won't rest on our laurels. We are always striving to develop and improve. That's the overarching aim of our Transformation Programme which is now underway. The programme will see our Trust considering various options about how our teams are structured, how we deliver services, and how we can best meet the needs of patients and commissioners going forward. See page 6 for more.

Changes and improvements are also likely to be seen, both locally and on a national level, as a result of the recent Francis report regarding care in Mid-Staffordshire.

However, at NCH&C we aren't waiting for change to filter down through the NHS system. Our Board has already reaffirmed a commitment to put quality first, to work closely with our frontline staff, and to spend time 'out in the field' learning how we can make services even safer and more effective based on staff, patient and partner feedback.

Looking to our future, our Trust has been further strengthened by the appointment of two new Non-Executive Directors. Professor Ian Harvey has significant Public Health and research experience and is the Dean of the Faculty of Medicine and Health Sciences at the UEA, while Derek Allwood has developed great expertise as a result of his career in finance. More on page 4.

We also continue to offer opportunities to you, our GP colleagues. Our new palliative care prospectus details the range of training courses available to local health and care staff, including a course designed specifically for GPs. See page 8.

We have further Grand Round events planned throughout the year. The last event focused on the use of legal powers within clinical services, while our next event, on March 13, will look at drug and alcohol misuse. See page 7.

On the same theme of developing and disseminating a quality culture, we have now launched a Clinical Ethics Group. You can read about this on page 8.

Very best wishes,

Dr Rosalyn Proops, Medical Director
Norfolk Community Health and Care NHS Trust

Improving access to MSK Physio and Wheelchairs services

It is now quicker and easier for your patients to access the expert support on offer from NCH&C's Musculoskeletal (MSK) Physiotherapy and Wheelchairs services.

MSK Physio service



Latest figures (to December 2012) show that 98% of MSK Physio Service patients are now being seen within 18-weeks of a referral.

This is a significant improvement on previous figures,

which had shown that 87% of patients were being seen within 18-weeks.

The service's staff have increased accessibility through hard work and the introduction of a number of initiatives:

- Reinstating locality-based booking
- Staff working additional hours
- Increasing capacity through the introduction of locum physiotherapists and bank staff

This is good news for local patients as it is estimated that up to 30% of all GP consultations are about MSK-related issues. Demand for the MSK Service is so high that over 25,000 referrals were received during 2011/2012.

The MSK Physio service is now working towards a second target, to ensure that at least 75% of patients are seen within five weeks of a referral.

After receiving an individual musculoskeletal assessment, the skilled MSK team develop a personalised treatment and management plan for each patient.

People can access care as part of one-to-one or group sessions with a physiotherapist.

Their treatment may include: manual therapy, such as manipulation, mobilisation and traction; exercise therapy; acupuncture for pain relief; massage therapy; and electrotherapy.

Patient support groups, such as Back Fitness and Stability, Knee Fit, lower limb strengthening, and pain management, are also available.

Wheelchairs Service praised

The accessibility of the Trust's Wheelchairs Service has also dramatically improved in recent months.

Figures show that 94.4% of patients were provided with their wheelchair within 18 weeks, just fractionally below the accessibility target of 95%.



Accessibility has improved since the service increased the number of available appointment slots, ensured all appointments were filled, and began more closely tracking patients' progress along the pathway to avoid periods of high demand.

The good news comes as a survey shows high levels of patient satisfaction, with 87% of people using the Wheelchairs Service saying they are 'very satisfied' and a further 8% confirming they are 'fairly satisfied'.

Over 100 patients took the opportunity to have their say in the survey and everybody who participated said that they had enough privacy and felt physically safe.

87%
of patients
are 'very
satisfied'

100%
of patients
say they
have enough
privacy

Resource point:

- MSK Physio:
www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/musculoskeletal-physiotherapy.htm
- Wheelchairs Service:
www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/wheelchair-assessment-service.htm

Appointments bring further clinical and financial expertise to the Trust

NCH&C has been further strengthened after appointing two new non-executives, each bringing a wealth of expertise and experience to the organisation.

Professor Ian Harvey and Derek Allwood joined NCH&C as Designate Non-Executive Directors in January.



Professor Harvey has significant clinical and research experience, having worked within the NHS and medical teaching roles for over 30 years.

Ian has a real enthusiasm for bringing about further improvements within local health and care services.

He is currently the Dean of the Faculty of Medicine and Health Sciences at the University of East Anglia (UEA) and is also a Board member of the Norfolk and Suffolk Dementia Alliance.

During his career, Ian has worked within hospital medicine and general practice in south Wales and as a senior lecturer in both Cardiff and Bristol.

He has also written and contributed to numerous publications and research studies, including those looking at how best to deliver care to patients in various settings.

Professor Harvey said: "I firmly believe that it is crucial for all the different health and care services to work closely together.

Therefore, I will be looking to further develop partnerships between NCH&C and other local providers, including GPs, local hospital trusts, mental health services, and social care provision, which will enable patients to access care which meets their total needs.

"I also think that it is of the utmost importance that service pathways are as simple and effective as possible, so people can receive a prompt diagnosis and then be referred for care in the place that's right for them."

Derek Allwood has significant experience of working within the fields of strategy, finance and risk, having spent his career as both an actuary and an accountant within the financial services industry.



Since 2003, Derek has worked as an independent management consultant, working with several large UK and international insurance company clients in the areas of capital management, organisational change and financial risk management.

Prior to that, he worked for Aviva and its predecessor organisation, Norwich Union, in a number of senior roles within finance, operations, corporate development and strategy.

He said: "I aim to help the Trust to maintain its strong financial performance and reputation for patient care, and to help it to continue providing excellent health and care services to Norfolk's communities."

As 'designate' Non-Executive Directors, Professor Harvey and Mr Allwood will provide expert advice to NCH&C's Board, but will have no voting rights. They may become full Board members should a vacancy arise, or if the Trust increases its number of non-executives.

Patients and GPs highly rate Community Nursing and Therapy service

GPs referring patients to NCH&C's Community Nursing and Therapy (CN&T) Service, along with the patients themselves, have highly rated the care on offer from local teams.

GPs feedback on CN&T service

In a survey, which was organised following the launch of the new CN&T service specification last year, 64% of GPs said they were 'satisfied' with the overall service provision.

The results also show that 70% of referring GPs are 'satisfied' with the referral process between themselves and the CN&T service. GPs were also asked to rate the communication between themselves and the service, to which 54% said they were 'satisfied'.

Commenting on the results, Anna Morgan, NCH&C's Director of Quality, Nursing and Operations, said: "There are some real positives in these results, which is very encouraging.

"However, it is also clear that there is room for further improvement. Our CN&T teams play such an important role in caring for local patients, so it is important that we get the service absolutely right, both for patients and those referring them into the service.

"Feedback from local GPs, as well as the patients themselves, is invaluable in helping us create action plans to address underlying issues which can act as a barrier to effective services."

The initial survey results will be used as a benchmark and compared to future survey results, so progress can be tracked. NCH&C has also committed to a target to improve GPs' overall satisfaction of the CN&T service provision.

Resource point:

- A follow-up CN&T survey is now underway. Take part at: www.surveymonkey.com/s/NCHC_ReferringClinicianSatisfactionSurvey The survey will close on February 28, 2013.

Patients praise CN&T service

In a survey of CN&T patients, 85% of people said they are 'very satisfied', with a further 8% saying they were 'fairly satisfied'.

Feedback also shows that 99% of patients feel safe and professionally cared for by the clinicians in NCH&C's integrated teams.

A total of 92% said that they were as involved in decisions about their care as they wanted to be.

Patients also praised the communication they received from NCH&C's CN&T staff. Overall, 97% said communication was 'good' (85% 'very good', 12% 'fairly good').



The patient satisfaction survey was carried out in September 2012 and over 360 people from across the county took up the invitation to share their views.

The results will be used as a benchmark and compared with a similar survey which is taking place this month (February).

New mobile working technology enables staff to spend more time with patients

Staff from NCH&C have now been equipped with new technology which enables them to update patient records instantly, without having to return to their base.

Following a successful pilot, NCH&C has invested £450K into the mobile working technology, which has already been provided to 135 of the Trust's health visitors.

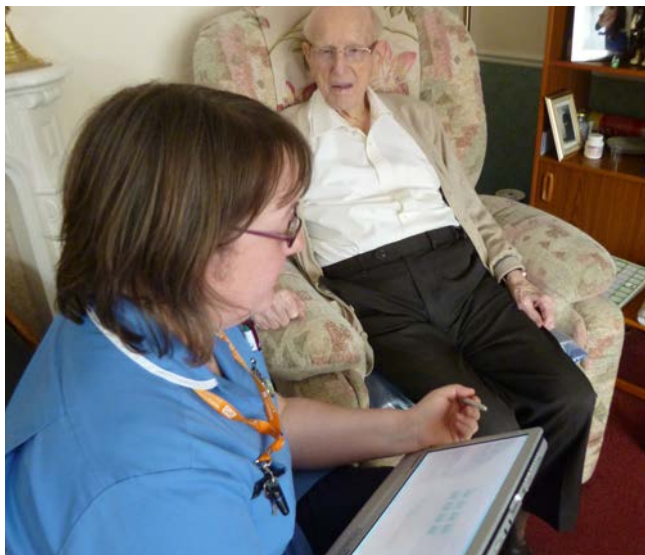
Using the new Toughbooks, which are hardwearing briefcase-like laptops with integrated mobile connectivity, the health visitors are now able to securely access SystemOne remotely.

“My toughbook means I don't have to go back to my office computer, so I can spend more time with patients...”

Community Nurse

This means that they can immediately retrieve and update patient records from almost any location in Norfolk, without the need for the clinician to make an extra journey back to their base.

Elinor Teahon, a Community Nurse from NCH&C's City 3 CN&T team, has helped to trial the Toughbooks and said: “I can now update patient records in 'real time', which means my colleagues, as well as local GPs, can access timely information about our patients.



“Having a new Toughbook has also given me the freedom to organise my working day, without worrying about getting back to the office to get to a computer, so I can concentrate on spending more time with patients.”

A health visitor from the Trust also explained that the new kit improved efficiency. “My Toughbook means I can sit in my car and update the records, instead of driving back to my base which is ten miles outside of my patch,” she said.

The next phase of the roll out will see 65 clinicians from NCH&C's Community Nursing and Therapy (CN&T) services receiving the equipment.

Trust undergoing a Transformation

NCH&C is currently undergoing a Trust-wide Transformation Programme which aims to prepare the organisation for the changing requirements of the modern NHS.

This will ensure that the Trust is able to keep up with the ongoing needs of patients in and around Norfolk, it can meet the requirements of CCGs and other commissioners, and can continue to develop services while fostering partnerships with other health and care organisations.

The long-term project, which has been underway since the end of 2012, will see a number of focused changes being made over the coming months and years.

Areas currently being considered as part of the Transformation Programme include: updating the structure of our community-based teams so they are more suited to the delivery of the latest community nursing and therapy service specification; implementing mobile working technology; and looking at ways we can make best use of our existing sites to improve services.

Michael Scott, NCH&C's Chief Executive, said: “We are taking a long, hard look at what we can do to best position ourselves to continue meeting the needs of our patients and commissioners.

“It is important that NCH&C adapts and grows to ensure we can continue to play a key role in the delivery of local health and care services.”

Revising our plans to gather your views

In the last edition of the GP Exchange, we invited all local GPs to take part in a new, three-minute survey to gather views on our services and whether they would be recommended to patients and fellow clinicians.

However, we received very few responses to this survey. As a result, we will now revise our plans to carry out further surveys over the coming months.



Paul Cracknell, Director of Strategy and Transformation, said: "We recognise that GPs are busy people, but also that your feedback is invaluable, so we created our three-minute survey to give you the opportunity to give us a sit-rep on how you see our services.

"But it is clear from the limited number of responses we received that this may not be the best way to gather this information.

"Our Trust remains committed to working in close partnership with GPs and CCGs, but it must be on terms which suits both parties. So we will now reconsider the best way to gather your feedback moving forward.

"In the meantime, you can share your views directly with the Locality Manager for your area of the county. Their contact details can be found on page 17."

Clinicians discuss legal issues at Grand Round

Around 30 clinicians, including local GPs and staff from NCH&C, recently discussed the use of legal powers within clinical services. This was the subject of the latest Grand Round for Clinical Professionals, held at Norwich Community Hospital, in December.

Two presentations by Dr Venu Harilal, Consultant in Rehabilitation Medicine, and Dr Clive Bezzina, Specialist Registrar in Rehabilitation Medicine, looked at some of the complex issues involved in managing patients with challenging behaviour and the use of the Mental Health Act and Mental Capacity Act.

Samantha Kemp, supported by Tom Armstrong, from Kennedys Solicitors, presented a review of the Mental Health Act and Mental Capacity Act. Issues around Deprivation of Liberties and Advance Directives were also discussed in detail.

Upcoming Grand Rounds will be held at Fledglings, at Norwich Community Hospital (12 - 2pm) and will focus on:

- 13 March - Drug and Alcohol Misuse
- 12 June - Research at NCH&C
- 11 September - Safeguarding (Adults and Children)

Contact point:

- To book your place email: debbie.blundell@nchc.nhs.uk

Clinical Ethics Group supporting staff

NCH&C has now launched a Clinical Ethics Group, chaired by Medical Director, Dr Rosalyn Proops, and supported by Dr Anna Smajdor, Lecturer in Clinical Ethics at the University of East Anglia (UEA).

The group aims to support all of NCH&C's staff in making complex and, at times, emotionally difficult decisions, so they can deliver the best possible care to patients.

The Trust's staff will also be encouraged to use an ethical framework, which will support quality-focused initiatives.

The group consists of representatives from NCH&C's nursing and therapy services, as well as experts from safeguarding, psychology, and palliative care.

Having held their inaugural meeting in September 2012, the group has now met a number of times.

At their February meeting, the members discussed a number of topics, including ethics around safeguarding.

Contact point:

- For more information: debbie.blundell@nchc.nhs.uk

New palliative care prospectus outlines course on offer to GPs



A new prospectus is now available, outlining the range of palliative care courses on offer to local health and care professionals, including GPs.

The PACE (Palliative Care Education) Prospectus describes the content of the key palliative care and end of life courses available locally, including a course created specifically for GPs.

The Palliative Medicine for GPs course aims to give registered GPs a firm grounding in generalist palliative care.

This encompasses everything from focusing on patients' wellbeing, symptom control, developing communication skills, psychological support, and palliative care medicine for GPs.

Each session is led by a palliative medicine consultant and a senior community nurse or allied health professional from NCH&C's Priscilla Bacon Centre for Specialist Palliative Care Services.

The case study-based course is intended both as an update and an opportunity for GPs to hone their skills. Those completing the course receive certification for career professional development reviews.

Over 4,000 local health and care professionals have already completed one of our PACE courses.

The other training courses detailed in the prospectus include:

- Nuts and Bolts - a six-day course for registered health and care staff
- Palliative Care Clinical Workshops - refresh of good palliative care
- Emotional First Aid - one-day introduction to 'best practice' Advance Care Planning
- Sage and Thyme - foundation level course on psychological support
- Six Steps - productive change programme for care home staff

Resource point:

- For more information and to download the Pace Prospectus: www.pacenorfolk.co.uk
- You will receive a printed copy of the prospectus at your practice soon



Care homes accessing palliative care support

Latest figures have shown that unprecedented numbers of care homes in Norfolk have accessed NCH&C's palliative and end of life care support over the last two years.

Over 80% of care homes with nursing have had some form of input to improve palliative and end of life care from our Trust.

Around 14% of all care homes in Norfolk have accessed both formal service development input and educational input from the Trust. Around 8% have received service development input only, while 26% have benefited from educational input.

Service development input includes NCH&C's staff actively engaging with care home staff around the principles of the Gold Standards Framework programme and the Six Steps to Success end of life programme.

This requires care homes to write policies, undertake audits, maintain palliative care registers and analyse current practice for developmental opportunities.

The educational input has seen NCH&C's End of Life Educators and Care Home Facilitators providing face-to-face education in palliative and end of life care.

Palliative care guidelines

NCH&C's specialist palliative care team at The Priscilla Bacon Centre, in Norwich, have now adopted new Palliative Adult Network Guidelines. These are in line with the Anglia Cancer Network and replace the local symptom control guidance. The new guidelines are available online at:

book.pallcare.info

Care at Home service offering greater choice to patients



Patients in north Norfolk who are nearing the end of their lives, or who have a long-term condition, are now being offered more care within their own homes.

NCH&C's Care at Home team provides palliative care to patients who choose to remain at home during the last days of their life. The team also cares for people with long-term conditions to help prevent unnecessary acute admissions.

The team has been working in north Norfolk since November, following the success of a similar service in south Norfolk.

For patients who need to be admitted to hospital, the Care at Home staff help to facilitate early discharge from acute and specialist units, so patients can return to their own homes as soon as it is appropriate.

For example, a terminally ill patient was recently able to return home after being admitted to the Priscilla Bacon Centre, in Norwich. She left the specialist palliative care inpatient unit in order to spend more time at home with her family, which was achieved with support from the Care at Home team's clinicians.

“ I would like to give excellent positive feedback to the Care at Home team. The care was reported as excellent and the family felt very well supported and comforted by their presence. This really fills a gap in the care support to families... ”

Dr E Christie, Ludham and Stalham Green Surgeries

A bed and necessary aids were provided for the use and convenience of the family and professional staff, which meant she was able to return home to her family for a 48-hour period, which may otherwise have not been possible.

The team consists of experienced nursing assistants, working alongside NCH&C's integrated community nursing and therapy teams.

They also join up with colleagues from NHS Continuing Care services, social services, Marie Curie, voluntary organisations, acute staff and the Priscilla Bacon Centre.

Contact point:

- Single Point of Referral: 01953 609409

Ofsted praises children's centre

The Thetford Drake Children's Centre, which is run by NCH&C, has received a positive rating by independent inspector, Ofsted.

The Surestart centre was awarded a 'good' rating for its overall effectiveness in meeting the needs of families, and for its capacity for sustained improvement.

The expert team at the centre provide care to children aged 0-5 years-old and their families.

Ofsted inspectors visited for two days in December and looked at a range of areas, including the accessibility of early years' services, the effectiveness of those services, and the extent to which they improved the wellbeing of children.

The subsequent Ofsted report recognises that the 'centre is a very happy and well-resourced place' and that families know the 'staff are there for them'. It also notes the important role that the centre plays in supporting local families and the priority placed on 'keeping children and families safe'.

The centre is fully integrated with two other children's centres in Thetford, which form a cluster, while home visiting and outreach services are also offered.

Commenting on the report, Diane Varney, Team Leader, said: "The team works closely with families and partner health professionals, such as GPs, to ensure we provide exactly the right support locally."

Big push to encourage people to quit smoking

In the run up to No Smoking Day in March, smokers are being reminded of the support on offer to help them to give up.

NCH&C is also calling on its staff and its partners to help people to achieve their goal by 'Making Every Contact Count' and referring patients to the expert advice available from the Trust's Smokefree Norfolk service.

The team provides people with access to one-to-one and group support, as well as medication such as patches, mini lozenges and mouth spray.

The Smokefree Norfolk team has recently been bringing their support even closer to Norfolk's communities by stopping off at many towns and villages on board a Health Bus.

The bus made its way across the county throughout February and people were encouraged to hop aboard, pick up some advice from the team, take part in a lung strength test, and sign up to quit smoking.

Smokefree Norfolk also recently hosted an information stall at Chapelfield shopping centre, in Norwich, in support of the city's World Health Organisation 'Healthy City' status.



Contact point:

People are up to four times more likely to quit with professional help. They can sign up with Smokefree Norfolk by:

- Calling Freephone 0800 0854 113
- Texting **bfree** and their name to 65000
- Visiting www.smokefreenorfolk.nhs.uk



Taking the pressure off local health and care partners

Staff from NCH&C have played a key role in keeping local health and care services running with minimal disruption, despite winter pressures and the recent adverse weather.

During the snow and ice, NCH&C's staff came into their own, going the extra mile for local people.

The Trust's dedicated staff walked through heavy snow to reach patients at home, used 4x4s to get to patients in hard-to-reach areas, and even gave an elderly patient a spare hospital bed for the night when he was unable to get home because of the severe conditions.

These efforts have been essential for local patients, particularly those who are vulnerable or with limited mobility, as they rely heavily on the community-based care available.

NCH&C's teams have also taken the pressure off other local NHS services. For example, people continued to be able to receive ongoing care at home and avoid unnecessary visits to their local GP.

Latest figures also show that non-elective activity at the Queen Elizabeth Hospital, in King's Lynn, was around 8% lower than expected levels at the end of 2012.

The Trust is also participating in Operation Domino, which is being coordinated by Norwich CCG, on behalf of the CCGs in north and south Norfolk, as well as working with West Norfolk CCG.

Operation Domino brings together local health and care organisations to ensure that services are joined up, provide effective support, and are easily accessible.

Anna Morgan, Director of Nursing, Quality and Operations, said: "Our services enable people to remain within the comfort of their own homes, to leave hospital sooner, or even avoid an unnecessary hospital stay altogether, which is good for patients and keeps unnecessary pressure off hospital beds."

£1.4m refurbishment projects now underway

Major refurbishment projects have now begun at Colman Hospital, in Norwich, and at Swaffham Community Hospital, seeing a total investment of £1.4m into improving the sites for the benefit of local patients.

Swaffham Community Hospital

A £900k improvement scheme at Swaffham aims to further improve patient privacy and dignity, offer improved infection control, and make the unit safer for staff and patients.



The 14-week project started on February 5 and will see the current physiotherapy outpatient area fully refurbished and expanded, with greater capacity for group activities and a new waiting area.

Wash basins are being replaced to make them fully compliant with latest infection control standards, while an existing patient shower will be converted into a larger 'wet room'.

The nurses' station will be updated in order to improve confidentiality and the working environment for staff.

No beds are expected to close during this work; however, the Community Nursing and Therapy team based at the hospital will be temporarily relocated to the former Plowright Surgery, in the town.

Colman Hospital

Improvements are also being made as part of a £500k investment into Colman Hospital, in Norwich.

At the Priscilla Bacon Centre - NCH&C's specialist inpatient palliative care unit - refurbishment and redecoration of the ward will provide larger patient toilets and an additional shower and new bath.

The drugs' preparation room, utility room, and kitchen are due to be refurbished, while office space will be increased and the patients' garden room redecorated.

This work is expected to take until the end of spring. During this time, the inpatient unit will operate with 11 beds, down from 16. However, the linked Rowan Day Centre will be open for an additional day each week to help cope with demand.

The other specialist units at the site will also see improvements. At Jubilee House and Pine Cottage new vinyl flooring and wash basins will be installed.

Caroline House is set to have a new patient bath installed. It will also temporarily host the physiotherapy clinic from Jubilee House, which will be closed during the upgrade.

This work will further improve the site's compliance with Care Quality Commission (CQC) standards, while also improving the environment for patients and staff.



Resource point:

- Swaffham Community Hospital: www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/swaffham-community-hospital
- Colman Hospital: www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/colman-hospital

Inspectors praise care provided at north Norfolk unit



Our Benjamin Court inpatient unit, in Cromer, has received praise from independent quality regulator, the Care Quality Commission (CQC).

A report written following a routine visit in November, shows that Benjamin Court met appropriate standards in each of the five areas assessed.

These were: consent to care and treatment; care and welfare of people who use services; meeting nutritional needs; supporting workers; and assessing and monitoring the quality of service provision.

According to the report, the inspector saw evidence that: 'each person had an individual care record, including assessments of individual need and how these should be met by staff in the form of individual care plans.'

The report continues: 'This demonstrated that people experienced care, treatment and support which met their needs and protected their rights.'

The report also says that there is 'an effective system to regularly assess and monitor the quality of service that people receive.'

During the visit, the CQC representative spoke to patients about how they were being cared for, discussed with staff how care was delivered at each stage of treatment, and reviewed patient and staff documentation.

The north Norfolk unit has 18 general rehabilitation inpatient beds. A number of outpatient clinics are also provided, though these were not included in the inspection.

Resource point:

- www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/benjamin-court

Fun activities are making a big difference to patients

A new, fun, rehabilitation programme has had a dramatic impact on the health and wellbeing of patients at Swaffham Community Hospital.

As a result of the social activities introduced by the team of nurses and therapists at the hospital:

- The average length of stay of a patient on the ward has reduced from 25 to 13 days
- The mood and morale of patients has significantly improved
- There is improved confidence of both patients and their relatives on discharge from the unit
- Patients are reporting higher level of overall satisfaction



The activities programme at the hospital's 18-bed inpatient general rehabilitation ward are not just for fun though, they also have a key therapeutic side too.

They aim to get people up and out of bed, encourage them to meet and mix with one another, and to take part in light exercises to help them build up their strength, coordination and confidence.

The unit's nurses, therapists, physios and occupational therapists have arranged visits from choirs, pamper afternoons, 'back to the movies' mornings, and giant floor board games, among other activities.

The new programme has been so popular that patients are now requesting that more and more activities take place, and even volunteering to come back and help out.

Ward Manager Diana Smith said: "Our patients used to ignore the day room, now they can't wait to get down there. Relatives have told us how grateful they have been to see the difference the activities are making."

Improving access for patients with Learning Disabilities

NCH&C has taken a number of steps over the last year to ensure all patients with a learning disability are able to easily access information about the Trust's services, their treatment, and the choices available to them.

The progress has been made towards the national 'Six Lives' indicators, which were introduced to improve the quality of care provided to patients with LD.

Indicator	Action taken
Ability to identify patients with LD and to adjust their pathway	Mechanisms in place, such as SystemOne 'flags'
Provide information to patients with LD about treatment options, complaints procedures, and appointments	Easy Read version of complaints process, and both general and condition-specific patient information available. Easy Read appointment letters being developed
Support carers of people with LD	Protocol guides staff in provision of suitable support
Routinely include training to staff on providing health and care to patients with LD	LD Awareness Training available
Encourage representation of people with LD	Protocol in place to encourage representation
Audit practices for patients with LD and demonstrate findings	Audits assess use of systems and protocols and whether reasonable adjustments are recorded

Community team develops national 'best practice' toolkit

NCH&C's Starfish Team has helped to create a new, national toolkit which aims to enable community-based teams to make further improvements to their services based on patient feedback.

The team, which delivers Child and Adolescent Mental Health Services for children with Learning Disabilities, and Community Psychology for Children with ASD and ADHD, piloted the 15 Steps Challenge between July and September last year.

The toolkit's title is derived from the idea that people will know how well they will be treated by the time their health professional takes 15 steps inside their home.

Extensive feedback following the trial has helped to finalise the national toolkit, which is now available from the NHS Institute for Innovation and Improvement.

The 15 Steps Challenge toolkit sees patients being asked to complete a telephone survey, which includes questions about whether their clinician was well prepared, whether they were made to feel safe and cared for, how involved they felt in decisions around their care, and whether they were communicated with in a way they could understand.

This feedback is then used to help inform action plans to enable community-based services to develop and improve. An inpatient toolkit is also available.

A telephone survey script, created by the Starfish Team during the trial, has been included in the final version of the toolkit.

Resource point:

- 15 Steps Challenge materials:
www.institute.nhs.uk/index.php?option=com_joomcart&main_page=document_product_info&products_id=940&cPath=106
- Starfish Team information and referral details:
www.norfolkcommunityhealthandcare.nhs.uk/The-care-we-offer/Service-search/learning-disabilities-child-and-adolescent-service.htm

Trust's caring staff are 'NHS Heroes'



Members of staff from NCH&C have been named as 'NHS Heroes', as part of a special campaign to recognise the hard work, commitment, and dedication shown by colleagues from across the NHS.

The national scheme was set up to celebrate the role that all staff - whether they be doctors, nurses, therapists, support staff, managers, receptionists, or porters - play in improving the lives of patients and colleagues.

Patients, members of the public, and NHS staff were invited to submit their nominations, leading to a number of staff members from NCH&C receiving recognition for their exceptional compassion, kindness, and skill.

Jill Graves, Community Nurse

Jill's commitment to her patients is second to none. She is always willing to share her wealth of knowledge and experience with her colleagues and strives to keep up to date with latest research...

James Sanders, Podiatry Manager

He always puts his patients and staff first to the detriment of his own management time and is very supportive and understanding of his back-up admin team...

Caroline Howell, Community Nurse

Caroline always finds time to ensure that quality care is delivered to her patients and ensures their relatives are included in the assessments and treatments...

Malcolm Parsons, Administration Assistant

Malcolm has given me the confidence and tutoring I need to carry on with my Foundation Degree, after stepping in to become my college mentor...

North Walsham and District War Memorial Hospital staff

With the redevelopment of the hospital, staff have packed, unpacked, cleaned and re-cleaned, all the while providing a high level of care and minimising disruption to services...

Debbie Parry, Health Visitor

Debbie was an amazing support through my severe post natal depression. She made sure I got the help I needed from the right professionals, while continuing to see me herself...

Carol Mahon, Case Manager

She always goes that extra mile for her clients...

Staff pick up 'Queen's Nurse' title

Two staff members have received the prestigious title of Queen's Nurse, which is awarded by community nursing charity, The Queen's Nursing Institute.

The title is bestowed upon nurses who have shown outstanding commitment to delivering high standards of patient care, as well as support and leadership to their colleagues.



Jane Bradshaw, a Specialist Neurology Nurse, is based at St James' Clinic, in west Norfolk. As part of NCH&C's Community Neurology Team she provides care to patients with MS, Parkinson's disease and motor neurone disease, alongside her colleagues who offer a range of therapies and a psychological support.



David Smith, PACE Education Coordinator, has spent the majority of his 25-year career as a nurse in palliative care, HIV nursing, cancer care and acute medicine.

He has been instrumental in developing a range of palliative care training courses and conferences for local health and social care staff, including GPs. These aim to ensure all local health and care staff are able to offer personalised and effective support which meets patients' individual needs.

You can read more about the courses available on page 8.

David and Jane are the latest in a series of recipients from NCH&C to pick up the Queen's Nurse title.

Quarterly performance

The following table details a small number of key indicators where NCH&C is meeting the expectations of our customers and stakeholders, including commissioners and NHS Midlands and East. They also highlight areas where our Trust is approaching its ceiling or is at risk of missing a target.

October – December 2012

Ref	Indicator	Target or upper ceiling	Quarterly (Oct - Dec) performance	Year to date (April - Dec) performance
1	MRSA bacteraemia	No more than one case	0 cases	2 cases
2	MRSA Screening - elective patients	100% of patients having planned surgery screened for MRSA	100%	100%
3	Clostridium difficile	No more than nine cases during	0 cases	0 cases
4	Injurious falls	Number of falls resulting in harm per 1,000 Occupied Bed Days below 4.0	3.6	3.2
5	Smoking cessation	On or above cumulative year to date trajectory of 1,336 (to end of Nov as data one month in arrears)	1,134 (year to date)	
6	Venous Thromboembolism (VTE) assessments	95% or more admissions having a VTE assessment by December 2012	96.7%	96.5%
7	Delayed transfers of care	No more than 3.7% of beds occupied by patients whose discharge is delayed for non-medical reasons	5.9%	5.2%
8	Community equipment store (CES) response within seven days	99% or more items delivered within seven days of receipt of a referral	98.3%	98.6%
9	18 week wait referral to treatment	95% patients receiving definitive treatment within 18 weeks of referral	96.6%	98.0%
10	Health visiting	95% or more of mothers receiving a New Birth Visit within 28 days of birth	98.4%	97.6%

Diary Dates

February

Clinical Workshops in Palliative Care: Urgent and relaxed

27 February, 2pm - 4pm
Rowan Day Centre, Colman Hospital
Norwich, NR2 2PJ
Cost: £10
Booking: pace@nchc.nhs.uk or 01603 255738

NCH&C Public Board Meeting

27 February, 9.30am - 12noon
NCH&C Head Office, Elliot House
Norwich, NR1 3FR

March

Grand Round for Clinical Professionals

13 March 2013, 12noon - 2pm
Drug and Alcohol Misuse
The Pelican Room, Fledglings
Norwich Community Hospital, NR2 3TU
Booking: debbie.blundell@nchc.nhs.uk

No Smoking Day

13 March 2013

Clinical Workshops in Palliative Care End of Life: advance care planning, diagnosing dying, LCP, DNAR decisions

20 March 2013, 2pm - 4pm
Rowan Day Centre, Colman Hospital
Norwich, NR2 2PJ
Cost: £10
Booking: pace@nchc.nhs.uk or 01603 255738

NCH&C Public Board Meeting

27 March 2013, 9.30am - 12noon
Colman Room, South Norfolk Council
Swan Lane, Long Stratton
NR15 2XE

April

Clinical Workshops in Palliative Care Communication: assessments, strategies and difficult conversations

24 April 2013, 2pm - 4pm
Rowan Day Centre, Colman Hospital
Norwich, NR2 2PJ
Cost: £10
Booking: pace@nchc.nhs.uk or 01603 255738

NCH&C Public Board Meeting

24 April 2013, 9.30am - 12noon
The Cromer Room, Elliot House
Norwich, NR1 3FR



May

Dying Matters Awareness Week

13-19 May 2013

Clinical Workshops in Palliative Care

Pain: assessment, tools, breakthrough pain

22 May 2013, 2pm - 4pm
Rowan Day Centre, Colman Hospital
Norwich, NR2 2PJ
Cost: £10
Booking: pace@nchc.nhs.uk or 01603 255738

NCH&C Public Board Meeting

29 May 2013, 9.30am - 12noon
Park View Resource Centre,
London Road, King's Lynn,
PE30 5QH

Resource point:

- Board papers can be accessed on our Trust website one week before each Board meeting at:
www.norfolkcommunityhealthandcare.nhs.uk/About-us/Who-we-are/Meet-the-board/about-our-board

Locality leads for your area

If you have any questions or comments about NCH&C's services delivered in your area, or would like to know more about services you have heard are benefiting patients in other localities, please contact the leads below.

Central



Assistant Director
John Mallett
john.mallett@nchc.nhs.uk
01603 776608



Locality Manager
Sue Stockton
susan.stockton@nchc.nhs.uk
01603 776751

South



(Interim) Assistant Director
Lisa Edwards
lisa.edwards@nchc.nhs.uk
07734 703344



(Interim) Locality Manager
Judy Lester
judy.lester@nchc.nhs.uk
07771 872960

North



Assistant Director
Becky Cooper
rebecca.cooper@nchc.nhs.uk
07990 595193



Locality Manager
Jayne Rose
jayne.rose@nchc.nhs.uk
07789 861517

West



Assistant Director for Integrated Services
Jo Fisher
jo.fisher@nchc.nhs.uk
01553 668579



(Interim) Head of Health and Social Care
Sarah Ellis
sarah.ellis@norfolk.gov.uk
01553 669629

Children's Services



Assistant Director
Siobhann Leviton
siobhann.leviton@nchc.nhs.uk
01603 776605

Specialist Services



Assistant Director
Jane Webster
jane.webster@nchc.nhs.uk
07827 283452