

Enabling System-Wide Transformation of Community Services

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THE CHALLENGE



Norfolk and Waveney Integrated Care System (ICS) recognised the need to transform their community services to better meet population needs. Unlocking the potential of community services was crucial to delivering on the ICS's strategic priorities.

The ambition was to identify the optimal model for community health provision across Norfolk and Waveney to meet current and future need.

OUR APPROACH



Tricordant partnered with Norfolk and Waveney ICS to co-develop a strategic framework for community services transformation. Our approach included:

- Extensive engagement with residents, staff, and communities to understand local needs and assets.
- Facilitating collaborative workshops with system leaders to align perspectives and build consensus.
- Assessing current services against good practice principles to identify improvement opportunities.
- Developing a Community Services Model centred around four strategic impacts with Integrated Neighbourhood Teams at the core.





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THE RESULTS



Through this partnership, Norfolk and Waveney ICS developed a robust Case for Change and a transformative Community Services Model. The model provides a clear framework for driving integration, delivering proactive care, enabling healthy communities, and optimising urgent care pathways.

Key enablers for success were identified, including workforce development, digital enablement, and mechanisms for shifting resources to community-based care. With these foundations in place, the ICS is well-positioned to deliver on their strategic priorities, enhance system productivity, and improve population health outcomes.

The ICS now has a clear roadmap for community services transformation, delivered through provider-led local collaborations.

Jocelyn Pike,
Executive Director of Place Development and System Support,
Norfolk & Waveney Integrated Care Board

"The King's Fund describe community health services as the most diverse and least understood sector in the NHS. The review undertaken by Tricordant has raised the profile of community health services and helped us understand their value. It has shown that community health services have a unique contribution, can drive change and be at the centre of delivering many of our key system challenges and priorities including enhancing system productivity, improving the outcomes of our population and supporting urgent and emergency care and primary care resilience. Tricordant have also helped us articulate our overarching ambition to deliver integrated neighbourhood team working, as the mechanism for realising the value of community services."

