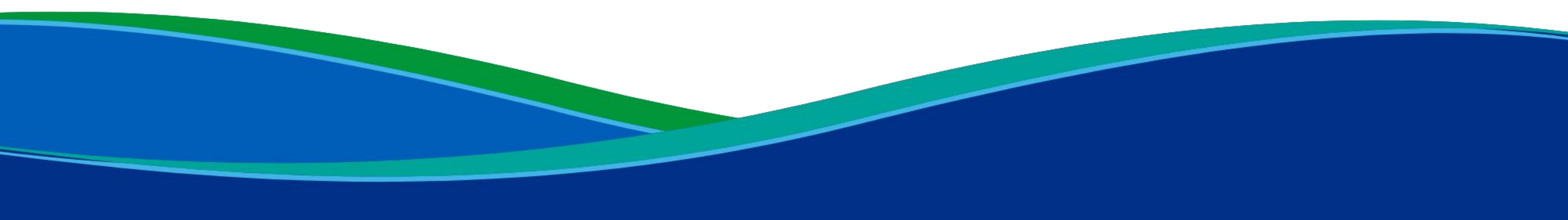


Population Health and Commissioning Strategy 2026 - 2031

A healthier future for Norfolk and Suffolk

Our plan to improve people's health, care and wellbeing over the next five years



Our plan at a glance

A healthier future for Norfolk and Suffolk

The challenge we have

People are living longer, but many spend more of their lives in poor health.

At the same time:

- Demand for NHS services is increasing
- Waiting times are still high
- More people are living with long-term conditions
- Unfair differences in health remain

Our Vision

What we'd like to see happen

Norfolk and Suffolk residents live longer, healthier, happier lives with access to safe, joined-up, patient-centred care



How we will do this

Our strategy is built around four key ambitions:

- Shifting from sickness to prevention
- Delivering care closer to home
- Moving from analogue to digital
- Supporting social and economic development

What will happen if we do this well

People will have:

- Easier access to NHS services
- Shorter waits for care and treatment
- More care provided closer to home
- Better support to help you stay healthy
- Fairer health outcomes for everyone

The challenge

People in Norfolk and Suffolk are living longer, but many people are spending more of their lives in poor health.

The challenge is:

- Some communities have much poorer health than others
- Demand for NHS services is growing
- Waiting times are still too long in some services
- More people are living with long-term conditions

Our strategy and plan have been shaped by feedback from patients, communities and partners across Norfolk and Suffolk.

We will focus on prevention, improving access to services, and reducing unfair differences in health.



Early deaths are around 70% higher in the most deprived communities

Around 6% of working-age people cannot work due to health problems



People in Norfolk and Suffolk spend around 63 years in good health

Our approach to strategic commissioning

We plan and improve health services in a clear and structured way.

Our approach has four simple steps:

1. Understand needs

Use data and feedback from local people to understand health needs.

2. Set priorities

Agree the most important things to improve for our population.

3. Commission services

Work with partners to plan, fund and deliver services.

4. Check what works

Monitor services and use learning to improve care.

This helps us make the best use of resources and improve health and care for local people.



Our ambitions

To achieve our vision, we will focus on four key areas:



From sickness to prevention

Focus more on preventing illness and supporting people to stay healthy for longer.



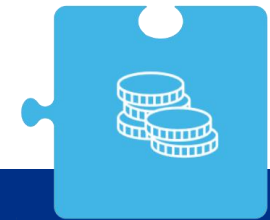
Care closer to home

Improve care in local communities and bring more specialist services back into the local health system.



From analogue to digital

Use data and technology to make healthcare more efficient and easier to access.



Social and economic development

Work with partners to build stronger communities and tackle the wider factors that affect health.

What we will focus on

Our strategy sets out the clinical priorities we will focus on.

They are organised using the “Live Well” life course framework, which includes six areas:



Start Well
giving children
the best start
in life



Be Well
supporting
healthy
lifestyles



Feel Well
improving
mental health
and wellbeing



Stay Well
better
treatment and
management
of conditions



Age Well
supporting
healthy ageing
and dementia
care



Die Well
high quality
end-of-life care

How we will deliver this strategy

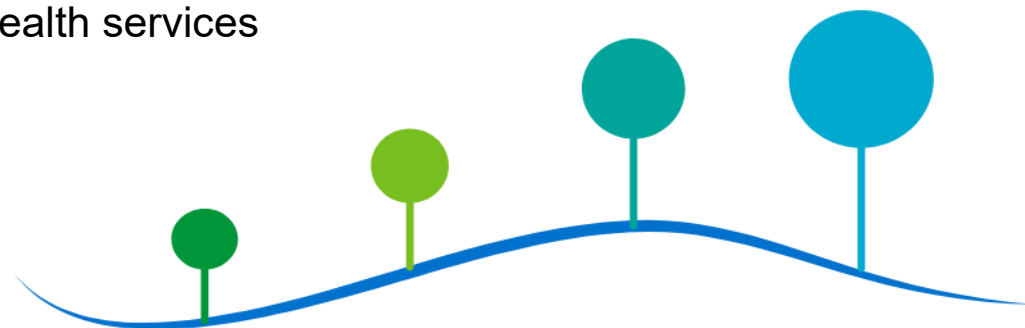
Our five-year plan focuses on immediate challenges and long-term improvements.

In the first two years we will:

- Stabilise services and address urgent quality, performance and financial challenges
- Reduce waiting times and improve access to care
- Develop new ways of delivering care, including neighbourhood health services

Over the following three years we will:

- Focus more on preventing illness rather than treating it
- Deliver more care closer to home
- Use digital tools and data to improve services
- Work with partners to build stronger, healthier communities



Together, these changes will help improve health outcomes and create a sustainable NHS for the future.

What success will look like

We will measure progress through these key outcomes:



People living longer in good health

- Increased healthy life expectancy across Norfolk and Suffolk
- Reduced differences in life expectancy between communities



Reduced unfair differences in health

- Better health outcomes across different communities
- More people supported to stay healthy for longer



Better access to high-quality services

- Shorter waiting times for tests and treatment, including cancer care
- Faster ambulance response and emergency care
- More appointments in primary care, pharmacy and dentistry
- Shorter waits for community and mental health services



Working in partnership

Improving health and care cannot be achieved by the NHS alone. We will work with partners across Norfolk and Suffolk to improve health outcomes and support healthier communities.

We will work with:

- **Local authorities and public health teams**
- **Primary care, community and hospital services**
- **Voluntary, community and social enterprise organisations**
- **Local communities and patient groups**

Through partnership working we will:

- Join up services and improve coordination of care
- Focus on prevention and tackling the wider causes of poor health
- Support stronger, healthier communities



Together we can create a healthier future for Norfolk and Suffolk