



Norfolk Community Health & Care NHS Trust (NCH&C)

Our Certification Journey

Terry Newman – Head of IM&T



Community



Compassion



Creativity

Looking after you locally

Topics



- **About NCH&C**
 - Vision and Values and our core services
 - Linking the Service Desk to the Trust's Vision and Values
- **The journey to certification**
 - From voicemail to 30-second average call wait time
- **People are your best asset!**
 - Workforce strategy / talent mapping
 - IM&T staff development & progression
- **Celebrating Success**
- **What next?**
- **Our learning from the journey**





Single Point of Contact

01603 518444

Our hubs

Norwich

Wymondham

King's Lynn

North Walsham

NCHC, the heart of the community

A number of our services, such as our Community Nursing and Therapy service, are provided right across the county, as well as many Specialist services.

Our services include:

- Cardio Rehabilitation
- Specialist Amputee Rehabilitation
- Community hospitals including specialist inpatient units
- Community Neurology
- Specialist and Community Palliative Care
- Community Podiatry and foot health
- Community Stroke Services
- Continence
- Falls Prevention
- Infection Control
- Learning Disabilities Services (adults and children)
- Specialist Neurological Services
- Musculoskeletal Physiotherapy
- Safeguarding (adults and children)
- Services for hard to reach and vulnerable groups
- Specialist Dentistry
- Specialist Adult and Childrens Nursing
- Speech and Language Therapy (adults and children)
- Prosthetics and Reablement
- Pulmonary Rehabilitation

Children's Short Breaks and Child Development Units

Phlebotomy

Rapid Assessment Team

Starfish and Starfish Plus

Neurodevelopmental Services

Sure Start Children's Centres

Children's Home Nursing

Our vision, objectives and values



Norfolk Community
Health and Care
NHS Trust

Vision – “To improve the quality of people’s live, in their homes and community, by providing the best integrated health and social care”



Key components of IM&T Service Desk Mission Statement

- **Excellent customer service**
- **Exceptional technical advice**
- **Efficient incident management**
- **Build customer confidence and satisfaction empowering customers**
- **Providing a friendly, knowledgeable and reliable single point of contact**



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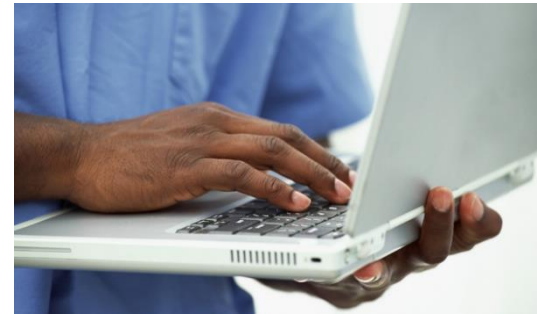
Creativity

Looking after you locally

A typical day for our clinical staff



**A responsive Service Desk
is essential not optional!**



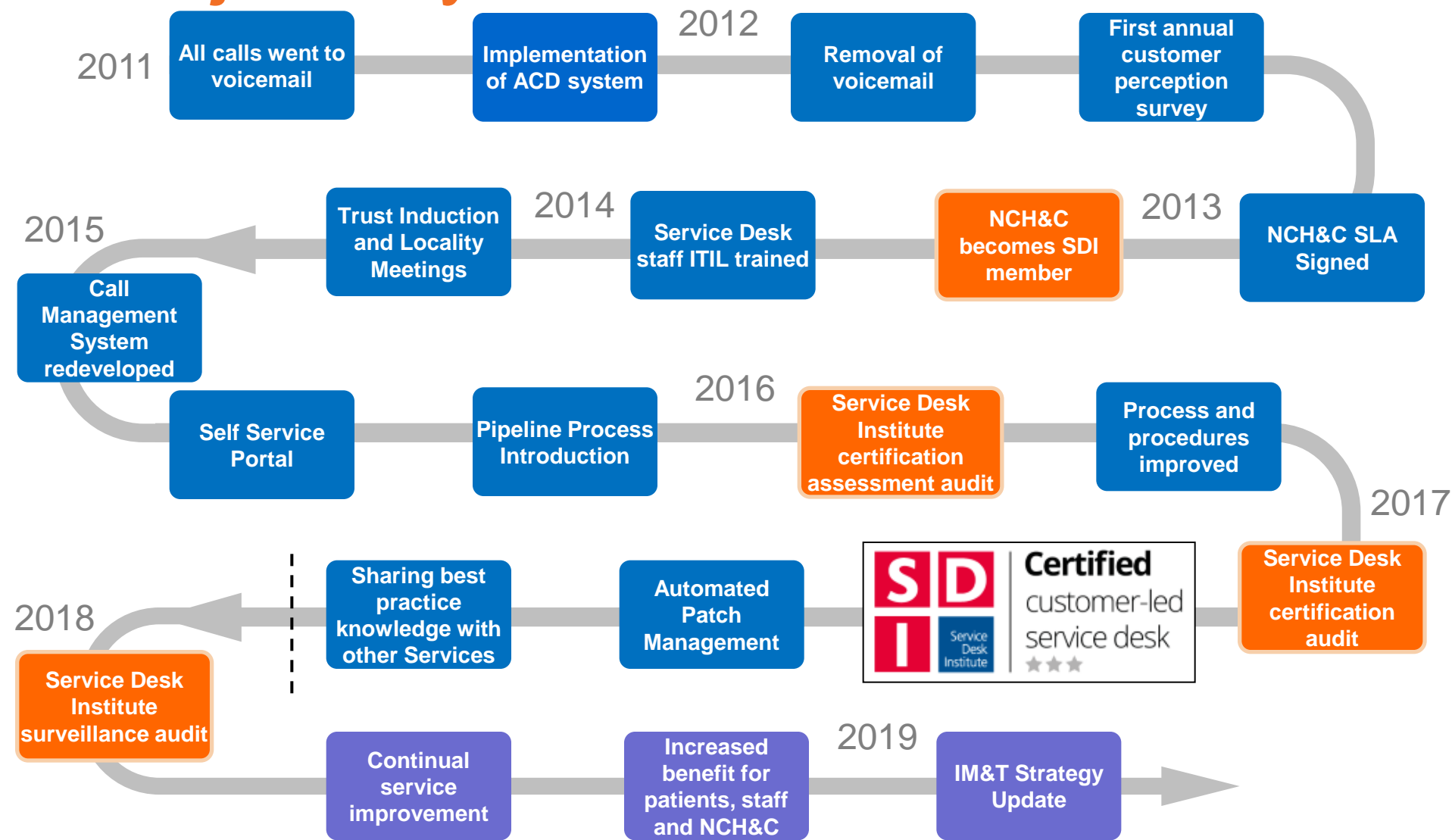
Mobile working technology in use
(since 2013/14) and evolving every
year

Community staff update electronic
patient records in real-time/near real-
time using 3/4G and offline solutions

Supporting paperless NHS/
Digital 2020 ambition / Digital maturity

Transformation of working practices
has required a culture
change/enhanced levels of support

Our journey...



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People – Your best asset!

- Use your Workforce Strategy and/or best practice
- Grow your own talent and recruit motivated people
- Develop your staff
 - On-the-job; 70%
 - Near-the job; e.g. Coaching/mentoring 20%
 - Off-the-job; e.g. Training 10%
- Thank your staff personally
- Facilitate recognition widely within your teams/organisation/externally
- Celebrate success with them and involve the whole department



NCH&C Workforce Strategy

- Recognition of workforce profile
 - 18% of workforce eligible to retire
 - Challenges in recruitment/retention
 - Deeper understanding/appreciation of attracting and retaining staff from different generations
- Strategy supported by Talent mapping/development
 - “Grow your own” ethos and succession planning
 - Developing apprenticeships
 - Run well-led and engaging inductions to accelerate on-boarding
 - Leadership training for all levels
(Leading in NCH&C, First Line Leader, Operational Leader, Strategic Leader)



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IM&T Staff Progression

Last 3 years:-

- 16 x secondments
- 10 x acting-up/internal promotions
- 3 x apprentice developments
- 3 x work experience opportunities



Celebrating success

- Certification presentation by Chair of SDI to NCH&C Executive Director
- Certification adds to feeling of pride in the service and within the organisation
- Local media coverage
- Success breeds success
- IM&T wins NCH&C award for Best Team of the Year (Non-clinical) 2017
- Partners asking us to share best practice to improve their Service Desks
- Being the best feels good!
- Hard work pays off

Eastern Daily Press

Community hospital service desk first in Norfolk to achieve prestigious customer-led certification

Geraldine Scott geraldine.scott@archant.co.uk @Geri_E_L_Scott

PUBLISHED: 16:58 16 November 2017 | UPDATED: 16:58 16 November 2017



The service desk team at Norfolk Community Health and Care NHS Trust (NCHC).
Photo: NCHC

The service desk team at Norfolk Community Health and Care NHS Trust (NCHC) has become the first in Norfolk to be awarded the customer-led certification by the Service Desk Institute (SDI).



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Customer feedback

“They’ve come a long way in a short amount of time”

“They are really good. I couldn’t work without the IT department”

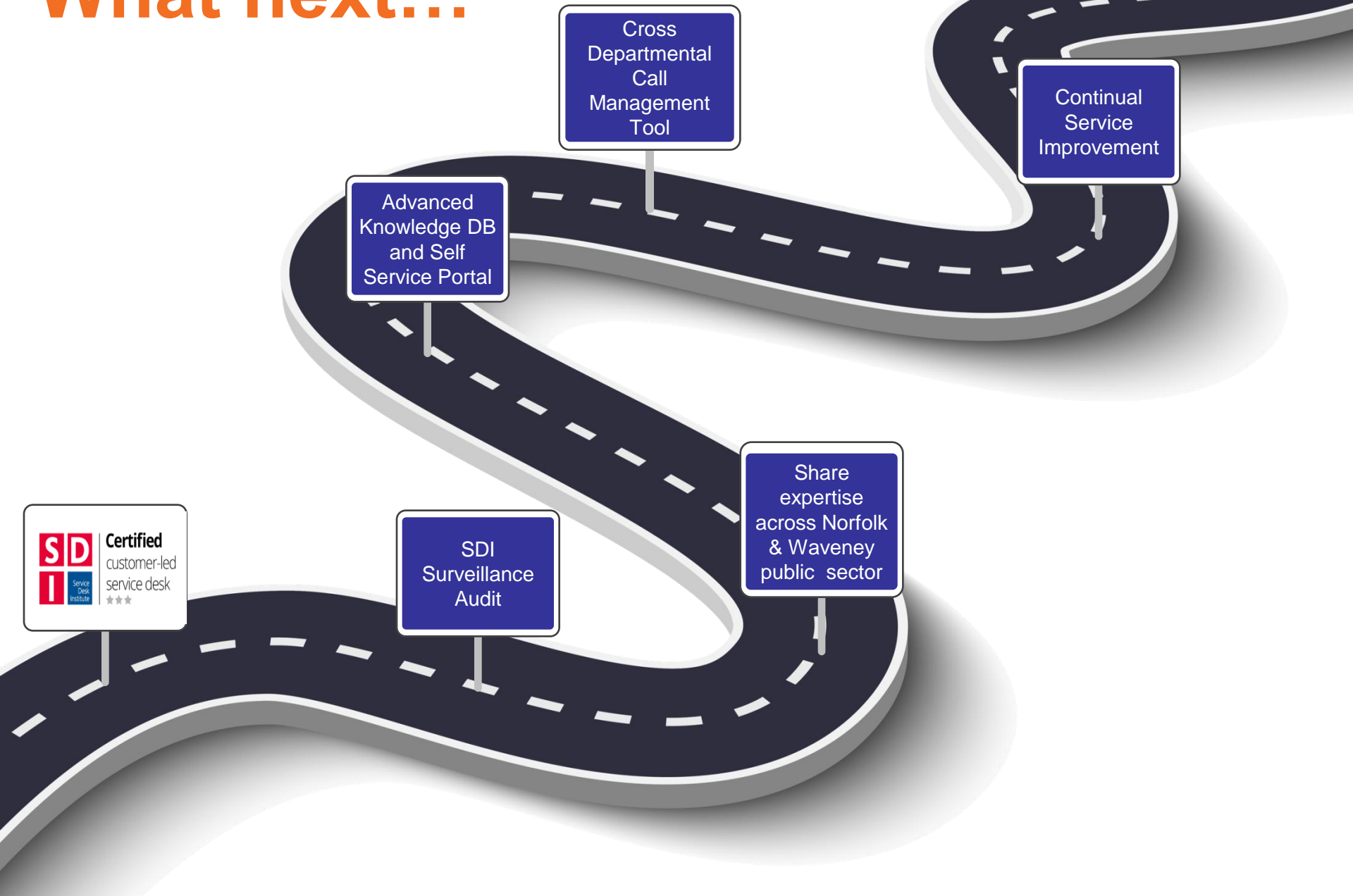
“I used to call and hope certain people answered. Not anymore”

“It’s an exemplary service”

“Simply the best service desk I’ve worked with”



What next....



Summary

- Understand and design your services to fit with organisation's mission, vision and values
- Help staff understand how they contribute
- Certification – it is a journey
- People are your best asset!
- Celebrate and share success widely
- Continuously think continual service improvement!



Learning from the journey

People

Provide leadership and hire good people!

Ask customers for their opinion/feedback

Provide what your customers want

Adopt a continual service improvement ethos

Set/agree service levels to help with expectation!

Visit the shop floor and often, learn, come back and improve further

Help to enable staff to “get it” with best practice

Process

Benchmark yourself

If you don't measure it, you can't manage it!

Develop “lean” processes with the customer in mind

Process

Use best practice (ITIL, SDI) – the clue is in the name

Keep your processes up-to-date

Take care with forms (they can be perceived as an obstacle)

Technology

Use technology to underpin/support your improvements

Give customers flexibility in how they contact you

Look for innovation

Don't blame tools.. *“A fool with a tool is still a fool...!”*





Thank you



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