

An update on our work so far

- Find out more about future plans
- Share your views
- Influence next steps



If we could start from scratch to design our NHS and social care services today, we probably wouldn't set the system up as it is now.

As our population grows and more people live with long-term conditions, like heart disease or diabetes, the demands on our services are changing and increasing.

What's more, we aren't making the most of opportunities to improve health and well-being, prevent illness and support people to

manage existing conditions and stay independent.

For the first time all NHS, social care, voluntary and community sector organisations are working together to improve the care we provide to you and your family. This work is called the Sustainability and Transformation Partnership for Kent and Medway.

We have four priority areas – **preventing ill health, local care, hospital care and mental health.**

Work is already happening to make improvements in these areas.

We also have a number of supporting workstreams that will enable us to deliver our plans for the priority areas:

- Workforce
- Digital
- Estates
- Productivity
- Communications and engagement
- System transformation

This update tells you more about what's happening across the whole of the Sustainability and Transformation Partnership in Kent and Medway.

We want to get your answers to some questions to help shape the next steps in our work.

The challenges we face in Kent and Medway

We spend just £86m (2%) of our budget supporting people to stay well and prevent illness, compared to **£3.4 billion** treating ill-health.



We know that as many as **four in 10** emergency hospital admissions could be avoided if the right care was available outside hospital.



Evidence shows that every day around **1,000 people** in Kent and Medway are in a hospital bed when they no longer need to be.



If staffing in Kent and Medway were in line with the national average there would be **245 more GPs** and **37 more practice nurses**.



Even if more funding was available, there is a **shortage of skilled staff**, especially senior doctors, to cover rotas 24 hours a day, seven days a week.



People with a serious mental illness die on average **15 to 20 years** earlier than the general population.



Planned care is often disrupted by emergency and unplanned hospital admissions, meaning **appointments and operations get cancelled** at the last minute.



There is variation across our area in how **often GPs refer people** to see a hospital specialist. Once patients have been referred there is **variation in the care** they get.



It is estimated that approximately **£190m of savings** could be made if services were run as efficiently as top performing hospitals in England.



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INSIDE UPDATES ON:

- Workforce plans
- Better use of technology and buildings
- Productivity drives
- Keeping you informed and involved

Plus the latest updates from the preventing ill-health workstream, hospital care, local care and mental health.



Building a resilient workforce for Kent and Medway

We have around 30,000 staff working in health and social care in Kent and Medway, but we have some challenging vacancies right across the system.

To deliver our plans we need the right staff, in the right places with the right skills. The workforce workstream makes sure we co-ordinate how this happens.

The workstream has three objectives:

- To recruit the staff we need
- To retain the staff we need
- To equip our staff to give the best service to patients and the public.

What have local people told us?

The public have told us that they are worried about our staff shortages, and the stress that it puts on the staff we have. They want to know that we have a plan to recruit and retain people.

What we have done so far

- Careers fairs, pre-employment courses, work placements and speeches at schools to attract young people into health and social care roles

- Conversations to bid for a medical school for Kent
- A new social media campaign launched in May called 'East Kent – a different view'
- An international recruitment programme
- An online discussion project about retention of staff
- Events with our existing staff to talk about the future



- A free training programme for social care workers
- Return to nursing programmes
- New MSc in Advanced Clinical Practice starts at Canterbury Christchurch University in January – first time in Kent.

What are the next steps?

- Extensive programme of careers fairs, open days and courses to encourage people into health and social care careers
- Detailed work to identify what types of staff, with what skills we need for the future
- An online conversation for staff about retention in late June
- Making sure our training and development programme is as good as it can be
- Evaluation of the social media campaign 'East Kent – a different view' to decide whether to do something similar for the rest of Kent and Medway
- Joint work on agency staff use and costs
- We are part of the group potentially bidding for a new medical school.

Using digital technology to help you access health and social care services more easily

The NHS and social care doesn't always make good use of modern technology to share information and make it easier for people to access services.

This needs to change if we are to deliver our plans for Kent and Medway.

The benefits include:

- Easier access to information about health, social care and local services
- Being able to book appointments, order repeat prescriptions, check your clinical records and test results online
- Asking clinicians questions by email, text or webcam chats
- Doctors making online patient referrals to NHS specialists
- Linking up GPs, hospital doctors and other professionals so they can communicate and work together more effectively.

To deliver these benefits, we want to:

- Use digital technology to help patients and the public access services online, over the telephone

or in person

- Join up the systems health and care professionals use to communicate and share information
- Let patients see their own health and social care records
- Use information and analysis to improve services and respond to local people's needs.

What have local people told us?

We know that local people expect to be able to interact with health and social care services through digital channels – just like they do with their banks and supermarkets. We know that people want their health and care teams to have easy access to medical records across different organisations. We also understand people need to feel confident their personal information is being kept safely and confidentially.

What have we done so far?

Kent and Medway's Local Digital Roadmap was published in January 2017. This is a core foundation of our Sustainability and Transformation Plan. Our Roadmap outlines seven priority areas:

- Online patient services
- Universal care records

- Universal clinical access
- Universal transactional services
- Personal digital healthcare
- Shared health analytics
- Expert systems.

We have a working group made up of technical experts and clinicians who are working with the other workstreams. We take cyber security and information security and governance extremely seriously and have a workstream that is exclusively focused on the rules for sharing patient information and making sure records are stored securely and protected against cyber risk.

What are the next steps?

- Engage with health and social care professionals and the public about our plans
- Develop a full business case and submit it for approval
- Set up groups to deliver the priority areas
- Get funding for our plans and begin the procurement process for support to make them happen.

Making the best use of our buildings to help deliver excellent health and social care services

An improved, sustainable local health and social care system cannot be delivered without a credible estates plan to support it.



Estates refers to the buildings and land we own. After staff costs and medicines, the cost of occupying and maintaining our property is the next significant cost for health and social care.

The role of the estates workstream is to identify ways we can get best value from our estate and to

consider the accommodation we need to support new ways of working in health and social care.

Our objectives

We will

- Collate estates data from both providers and commissioners of services so we can develop a single database of health and care property in Kent and Medway
- Benchmark property costs and identify opportunities to consolidate property in order to reduce costs through economy of scale and getting rid of duplication
- Develop a future estate plan, identify any investment requirements and establish a funding framework to enable delivery and asset disposal.

What have we done so far?

The workstream has formed a core working group that manages the three objectives. Separate task and finish groups have been formed that include people from across NHS trusts, local councils, clinical commissioning groups and NHS Property Services. These groups are focussing on the following areas:

- **Baseline data:** collation and improvement of the way we collect and use data to inform decision making

- **Estate efficiency:** exploring contracting and service delivery arrangements for estate functions
- **Estate utilisation:** looking at where we are under-occupying our buildings, where there is duplication and helping to plan for the efficient use of property through consolidation
- **Local care:** looking at what estate we need to accommodate the delivery of integrated health and social care in our communities
- **Finance:** exploring investment requirements and sources of funding.

What are the next steps?

- To gain a better understanding of the performance of the estate by the end of the summer 2017, by undertaking a 'data trawl' exercise
- To provide estate information to inform any plans for hospital and local care
- To create a plan for consolidating property where there are appropriate opportunities in Kent and Medway.

Finding ways to ensure we are as efficient and productive as possible

The productivity workstream is working across health and social care in Kent and Medway to deliver the best possible care for our patients by making the best possible use of our resources.

There are significant opportunities in Kent and Medway – running into millions of pounds - to free up more of our resources for frontline patient care. There's a large variation between the prices our hospitals pay for the same goods and services. By working more efficiently, and matching the achievements of the best care providers in the country, we can put more of our resources where they really make a difference – into our frontline patient care.

We estimate we could free up as much as £190 million to re-invest in frontline services if we work as efficiently as the top performing health care systems in England.

What do we want to do?

- Help our frontline clinical staff shape the most

efficient ways of working. We work in lots of different ways. We need one way for our patients – the best way

- We're all paying different amounts for the same things our patients need. We need one price – and that's the best price for everyone
- Working as a single unified NHS that shares more and duplicates less – we need to think and work collectively rather than individually, both clinically and corporately
- We need to do all of this at pace with immediate and ongoing productivity improvements to free up more of our resources for frontline patient care.

What have local people told us?

We know that no one wants to feel that the NHS and social care are wasting money. We know that you want to be sure we are getting the best value for the things we need to buy, and that we are working in the most efficient way possible.

What have we done so far?

- Our hospitals are working together to get the best price for all. We have already identified opportunities to reduce the cost of some of our common products
- We're supporting clinical teams to deliver high quality care through the use of the most

effective and efficient products. We are looking at best practice in trauma and orthopaedics based on what the best hospitals do

What are the next steps?

- We're reviewing our corporate services to see where we can work better together. We're part of a national pilot scheme to help shape new integrated ways of working for the NHS as a whole
- We are looking at opportunities to consolidate our diagnostic services to better support our clinicians and meet patient needs



Preventing ill-health will improve lives, reduce pressure on services and save money

Everyone knows prevention is better than cure. The prevention workstream is focused on ways we can improve health and well-being.

These days we know more than ever before about how to:

- Stay well and healthy
- Age well
- Live well with long-term conditions
- Stop flare-ups



- Get the most out of medical treatment.

That's why we are asking everyone who lives or works in Kent and Medway to play their part in improving health and well-being locally: professionals, the public and patients.

Doing more to prevent ill-health will help us to improve lives, reduce pressure on our services and save money.

What have local people told us?

In a recent survey, hundreds of you said you are keen to improve your own health, particularly by losing weight and taking more exercise. Lack of willpower and time, and issues caused by health conditions you already have, are the main things that stop you.

What's the plan?

We are going to:

- Make it easier for you to find out about small changes in everyday life that can improve your health, and services to support you, such as healthy weight teams
- Train public sector professionals to use every contact with you to check how you are and give tailored advice
- Create many more opportunities for you to quit smoking

- Give training on living well with health conditions, such as diabetes
- Make sure you know what to do if your health problem flares up
- Encourage you to get into the best possible shape before surgery.

What have we done so far?

- Some district councils have already trained their staff to make every contact count. We're working on a plan to expand this
- East Kent, Maidstone and Tunbridge Wells hospitals have recruited specialists to improve the support midwives offer mothers-to-be to stop smoking. The other hospitals are following soon
- The Kent Public Health team is working with vape shops in Ashford to encourage their customers to contact stop smoking support services
- The Medway Public Health team has trained hundreds of health champions - including hairdressers
- Smoke-free school gates projects in Canterbury and Medway harness children's creativity to encourage parents to quit.

People with complex needs should get more support at home or close to home

The local care workstream is looking at improving health and social care provided outside of a main hospital, at home, in a clinic, GP surgery or in a community hospital.

We aim to:

- Prevent ill-health by helping people to stay well
- Deliver excellent care, closer to home, by connecting the care you get from the NHS, social care, community and voluntary organisations
- Give local people the right support to look after themselves when diagnosed with a condition
- Give help earlier, before people need to go to hospital.

The challenges

Every day, we know there are 1,000 people in an acute hospital bed who could be cared for better in the community if more support was available.

We want to work better together to provide this care so more people can stay independent, at home, for longer.

What have local people told us?

So far you have told us you:

- Want to improve your health
- Think bringing health and social care together is a good idea
- Want more time with your health and social care professionals
- Want to use new technology, but you want face-to-face contact too
- Are concerned about travel times to centralised health centres.

What have we done so far?

Older people with three or more long-term conditions understandably need more support so we have concentrated on looking at how we can improve their care first.

Working together, we have developed eight ambitions for older people to:

1. Give more support to help them look after their health
2. Provide care navigators or case managers to help organise their care
3. Keep people safe and independent at home through housing, social care and health

working better together

4. Have health and social care skills all in one team
5. Have one number for people to contact to arrange their care
6. Provide a rapid response if a person's condition deteriorates
7. Provide increased support to get people home from hospital sooner
8. Improve access to expert advice and diagnostics, such as x-rays or CT scans, for GPs and professionals working in the community.

What happens next?

We are talking to local people about what they think about these plans and coming up with options for how to make this vision a reality.

Next we are likely to focus on how we can offer better local care for adults who are mostly well, children, and those with severe mental health illnesses.



Tell us what you think

We've designed this centre section to be removed so you can let us have your views about the updates we have shared here, if you would like to do so. You can comment on some or all of the areas - it's up to you. If you have attended a listening event you can give your feedback to any of the facilitators. Alternatively you can send your comments to us at Freepost Plus RTEG-RHKB-EJGJ, NHS NEL CSU, Kent House, 81 Station Road, Ashford, TN23 1PP or go to www.kentandmedway.nhs.uk/summerupdate to give your feedback online.

Workforce workstream

There are 300 different careers in health and social care. How can we encourage more people to think about these careers in Kent and Medway?

What do you think the barriers are that are stopping people from training or applying for health and care jobs in our area?

Digital workstream

How do you currently access local health and care services? (tick all that apply)

Landline phone	<input type="checkbox"/>	Mobile or smart phone	<input type="checkbox"/>	Laptop or computer	<input type="checkbox"/>	Tablet	<input type="checkbox"/>	In person	<input type="checkbox"/>
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What technology would you prefer to use?

Landline phone	<input type="checkbox"/>	Mobile or smart phone	<input type="checkbox"/>	Laptop or computer	<input type="checkbox"/>	Tablet	<input type="checkbox"/>	In person	<input type="checkbox"/>
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How could new technology improve the services you get?

How would you like to access information about health and care services in Kent and Medway?

Are you happy for information about the care, treatment and services that you receive being shared confidentially and securely with other care professionals and organisations involved in your care?

Are you happy for anonymised data about the care, treatment and services that you receive being used to support research and the planning of local Kent and Medway services?

Tell us what you think

Estates workstream

Much of the work of the estates workstream supports the overall aims and objectives of the sustainability and transformation partnership programme. Which areas of our work would you like to know more about?

Are there any particular factors you think are important to consider in our plan to consolidate our estates?

Productivity workstream

Your experiences can help us become more efficient. Even a small idea can make a big change if it's implemented across the whole of Kent and Medway. From your own experience, where do you think we could be more efficient?

How do you think we can work closer together and reduce duplication to improve patient care?

Are we being too ambitious in comparing our performance with the best hospitals in the country? Should we aspire to be as good as, or better than, the most efficient NHS hospitals?

You can use this space for any additional comments

Prevention workstream

What do you think of our plans for preventing ill-health?

How can the NHS and social care make it easier for people to be healthier?

What three things do you think are most important to improve children's health?

Local care workstream

Thinking about the eight ambitions for local care, do you think we have done enough to support older people with long-term conditions? Have we missed anything?

What do you think are the benefits of the eight ambitions?

Do you have any concerns about our proposals for local care?

Is there anything we need to explain better?

Tell us what you think

Hospital care workstream

What are your views on the objectives we have set out here for hospital care in Kent and Medway?

What do you think are the next priority areas we should focus on to improve hospital services?

Mental health workstream

Do you agree with our priority areas?

Do you have any views on how mental health services could be improved?

What should our future focus be on?

Communications and engagement workstream

How would you like to be involved in the development of future plans?

How would you like to receive or access updates and information about future plans?

Mental health is as important as physical health and we need to do more to join up services

Our ambition is to ensure that across Kent and Medway we deliver excellent, safe, supportive and cost-effective care for people of all ages with a mental health condition or at risk of developing one.

To help us achieve this ambition, the mental health workstream will:

- Work to deliver integrated mental and physical health services
- Deliver rapid access to individuals and their families to give expert advice, guidance and support during their first episode of psychosis
- Implement a CORE 24 model of liaison psychiatry in all acute emergency departments
- Transform children's emotional and well-being services and improve transition between children's and adult services
- Improve prevention and early intervention, help and support
- Deliver screening, assessment, intervention, training and support across the physical and

mental health journey for women, babies and families.

We are focussing on six key areas of work:

- Self-care
- Prevention
- Helping people earlier in their illness
- Integrated care
- Recovery
- Complex needs.

What have local people told us?

Local people have told us that they would like to see more provision for mental health throughout Kent and Medway. They want more community based mental health and social care services and rapid help for anyone in crisis. They would welcome more support from voluntary and charity organisations and better signposting to these services by health and social care. They want to experience smoother transitions of care between different services.

What have we done so far?

- Reduced our use of private beds to zero
- Secured funding for a Core 24 Liaison Service
- Developed and implemented a Peer Supported

Open Dialogue service

- Secured additional funding and procured a provider for mother and infant mental health services
- Launched two new Street Triage services in Thanet and Medway.



What are the key next steps?

- Review the six key areas of work
- Develop more detailed plans
- Engage people in the design of the plans
- Continue to listen to what people want.

We need our hospitals to do what they do best: offer specialist care delivered by experts

We know that as many as four in 10 emergency admissions to hospital could be avoided and that at any one time around 1000 people are in hospital who could be cared for elsewhere.

As you've read, our plans for prevention, local care and mental health are prioritising ways to help people stay well and offer more care out of hospital. Doing this will allow our acute hospitals to focus on caring for people who are seriously ill or who need specialist treatment from experts.

What have local people told us?

- You don't want to go to hospital if you don't need to
- You want to go to specialist centres for the most specialist treatment
- You want care as close to home as possible, for example more outpatient appointments available locally
- You want us to improve discharge from

hospital for people who need further care but no longer need hospital treatment

Our objectives

- To help you by preventing and speeding up hospital stays
- Only bring you to hospital if that is the best place for you
- Treat you sooner with shorter waits for planned surgery and dedicated rehabilitation facilities
- Provide specialist, expert care when it's needed, but not always in your closest hospital
- Get you home sooner with the right support to continue your recovery.

What will happen next?

We have looked at what local people have told us, national best practice and where our services are currently struggling to meet expected standards of care to help inform next steps. As a result we have identified the priority areas for phase one of a review of services:

- Stroke services in Kent and Medway
- Vascular services in Kent and Medway
- Emergency services in east Kent
- Acute medical care in east Kent

- Elective orthopaedic services in east Kent.

Phase two will look at acute services in the rest of Kent and Medway, to be decided in consultation with local people.

What can local people expect?

We are committed to involving local people in the development of these plans and ensuring everyone who wants to is able to share their views.

The listening events over the summer will explain the process for consulting on changes to services in more detail, and we will share information on our website and via social media for those who can't attend in person.

What are the key next steps?

- To get the public's views on the future model of hospital care and the thinking about how to improve stroke care, urgent care, acute medical care and elective orthopaedic care
- To further discuss the criteria used to evaluate the options to take to public consultation
- To apply the criteria to develop options for future hospital services to take to public consultation
- To continue to involve and engage local people throughout.

We must make sure the views of local people are at the heart of everything we do

We are committed to involving local people in our work. The communications and engagement workstream is helping NHS and social care leaders with this.

Our role is to communicate and engage with local people, the health and social care professionals that deliver our services and other stakeholders about future plans for health and social care in Kent and Medway. Your feedback plays a vital role in shaping the development and delivery of these plans.

What you've told us

We know that emotions can run high when talking about changes to health and social care services that you and your family rely on. You have told us you want us to be open and honest with you about our plans and give your real opportunities to get involved. You want your views to be heard, properly considered and responded to.

Our objectives

We want to:

- Build awareness and understanding of the need for change in health and social care, about plans as they develop, and about how you can help shape those plans
- Make sure there is regular, clear communication

about our plans is that is easy to understand and easy to access

- Ensure patients, staff and stakeholders are involved in and can inform the design and development of plans at every stage
- Demonstrate how this involvement has shaped plans through a 'you said, we did' approach
- Help create a successful environment for change by supporting the building and strengthening of open, trusted and constructive relationships across the health and care system, with staff, key stakeholders, patients, service users, carers and the public
- Effectively support any formal consultation, in line with statutory duties and requirements, with opportunities for widespread participation including amongst the seldom heard and nine protected characteristic groups.

What we've done so far

- Published a case for change for east Kent, and one for the whole of Kent and Medway
- Published a summary of the Kent and Medway draft Sustainability and Transformation Plan
- Set up a Kent and Medway website and monthly email bulletin
- Carried out and evaluated an online survey which captured over 1900 responses, and conducted focus groups to gather insights from

local people

- Established a Patient and Public Advisory Group and Partnership Board
- Held listening events and roadshows during the spring of 2017 to discuss plans for local and hospital care
- Meetings with MPs, councillors, unions, Healthwatch, Health and Wellbeing Boards and Health Oversight and Scrutiny Committees

What are the next steps?

Looking ahead we have a number of listening events and other engagement and involvement opportunities planned for the coming months. We will use all the feedback from these events to inform the next stages of planning for health and social care services.



Looking at longer term system transformation for Kent and Medway health and social care

Leaders in both commissioning and provider organisations in our area generally agree there should be a strategic commissioning function for Kent and Medway. Its role would focus on strategic planning, resource allocation and commissioning those services which serve a large population and operate on a Kent and Medway-wide basis. This function would work alongside local commissioning for local populations – through local accountable care systems.

The System Transformation workstream has

recently been set up to look at this in more detail. There are areas of complexity to work through, for example, exactly how NHS England specialist commissioning, local authority commissioning, and day-to-day NHS commissioning could be better integrated and work in practice; what the future shape of provider organisations should look like to deliver the very best services for local people, and how best to define and identify appropriate accountable care systems for Kent and Medway.

Get information on the latest involvement and engagement opportunities - including all the summer listening event dates - on our website at www.kentandmedway.nhs.uk/getinvolved

The organisations that form the Kent and Medway Sustainability and Transformation Partnership

- NHS Ashford Clinical Commissioning Group
- NHS Canterbury and Coastal Clinical Commissioning Group
- NHS Dartford, Gravesham and Swanley Clinical Commissioning Group
- NHS Swale Clinical Commissioning Group
- NHS West Kent Clinical Commissioning Group
- NHS Medway Clinical Commissioning Group
- NHS South Kent Coast Clinical Commissioning Group
- NHS Thanet Clinical Commissioning Group
- Kent County Council
- Kent Health and Wellbeing Board
- Public Health Kent
- Medway Council
- Medway Health and Wellbeing Board
- Public Health Medway
- NHS England South East
- Maidstone and Tunbridge Wells NHS Trust
- Dartford and Gravesham NHS Trust
- Kent Community Health NHS Foundation Trust
- Medway NHS Foundation Trust
- Kent and Medway NHS and Social Care Partnership NHS Trust
- East Kent Hospitals University NHS Foundation Trust
- Medway Community Healthcare Services
- South East Coast Ambulance Service NHS Foundation Trust



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Transforming health and social care in Kent and Medway is a partnership of all the NHS organisations in Kent and Medway, Kent County Council and Medway Council. We are working together to develop and deliver the Sustainability and Transformation Partnership for our area.

