



**Transforming  
health and social care**  
in Kent and Medway

# **Kent and Medway Strategy Delivery Plan 2019/20 to 2023/24**

## **Our approach**

Bringing the **NHS**  
**Long Term Plan**  
to **life**  
in Kent and Medway

*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 Plan for our area.



# Principles for our response to the NHS Long Term Plan

Our plan will show how Kent and Medway will deliver the improvements required over the next five years. It will be:

## Built on the foundation of our work so far

- We will learn from and build on the work of the Kent and Medway Sustainability and Transformation Partnership from the past three years

## Developed in partnership

- We are working with Kent County Council and Medway Council to develop our plan, as well as with all the NHS organisations across Kent and Medway, reflecting our commitment to joined up health and social care
- We can only deliver all of the LTP requirements by closer integration with local authorities. This is particularly evident in areas such as children and young people, learning disabilities and autism, and our out-of-hospital care model – ‘local care’.
- We endeavour to embed prevention in all clinical and care pathways; taking a 21<sup>st</sup> century approach to prevention
- We are developing strong and vibrant communities where we are supporting people to live their best lives. This requires us to look beyond statutory services to the role of society, communities and individuals.



## Principles for our response to the NHS Long Term Plan

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### Locally owned

- Our response will reflect the engagement, feedback and insight we have heard from our population, patients, staff and stakeholders.
- We have held four engagement events across K&M to discuss our NHS Long Term Plan response and test our thinking, as well as undertaking targeted engagement activity on specific priority areas, including surveys and focus groups with seldom-heard groups
- Our integrated care partnerships are involved in the plan development in multiple ways –
  - ICP delivery leads attending fortnightly planning meetings
  - ICP staff represented across our system groups and forums where the plan is being discussed
  - ICP finance leads are reviewing the proposed phasing of LTP implementation
- Our Primary Care Strategy is professionally-led with significant input from our GPs
- We held a Primary Care Network Clinical Directors conference on 18 September, where the five year plan was discussed




## Principles for our response to the NHS Long Term Plan

Our plan will show how Kent and Medway will deliver the improvements required over the next five years. It will be:

### Clinically-led

- All clinical areas of the plan are being developed by clinicians and health and care professionals
- Our plan will be developed with input from various clinical forums (for example Cancer Strategy Delivery Board)
- Our Clinical and Professional Board will have reviewed draft plan content at its August, September and October meetings
- Dr Peter Green, Clinical Chair of Medway CCG is supporting the whole plan development on behalf of the Clinical and Professional Board.

### Realistic finance and workforce projections




- Our plan will be based on realistic finance and workforce projections to ensure that it is achievable and sustainable into the future
  - We will need to triangulate the proposed phasing of LTP implementation recommended by clinical and operational colleagues with finance and workforce.
  - Further discussions about the phasing of implementation and financing will be required where there isn't clear alignment.
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## Who is developing our plan?

- Over 60 people from across K&M are major contributors to our plan – across the Sustainability and Transformation Partnership, providers, commissioners, primary care, local authorities and voluntary sector
- Many of these individuals are working with a wider network to ensure sufficient clinical, financial, and partner input
- We are engaging with our system forums to seek feedback and input as we develop the plan, including:




|                                       |                                 |
|---------------------------------------|---------------------------------|
| Joint Health and Wellbeing Board      | Digital workstream group        |
| STP Programme Board                   | Dementia Improvement Board      |
| STP Clinical and Professional Board   | Cancer Strategy Delivery Group  |
| STP Finance Group                     | Joint Committee of CCGs Cancer  |
| STP Patient and Public Advisory Group | Mental Health Improvement Board |
| CCG Governing Bodies                  | Local A&E delivery boards       |
| Provider Boards                       | Prevention workstream group     |
| Local Care Board                      | Workforce Board                 |
| Primary Care Board                    | HR Directors Group              |


### Kent and Medway Strategy Delivery Plan 2019/20 to 2023/24

Our response to the NHS Long Term Plan  
published in January 2019



**Our vision for Kent and Medway:**  
**Quality of life, quality of care**

Our vision is for everyone in Kent and Medway to have a great quality of life by giving them high-quality care.

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## Proposed structure of our plan

- We will develop:

A full plan intended for multiple audiences that we will publish (we are liaising with NHSE/ regarding the process and timetable, aligned to the national processes)

We anticipate that it could be as large as 100 to 150 pages with a summary section at the beginning and detailed content in appendices. It will be written as clearly as possible but will include technical terms and technical content

A public-facing summary version will be published and distributed on our website



## Our engagement context

- Since the Sustainability and Transformation Partnership was established in 2016 we have engaged on:

### Local care

Building awareness and understanding across our communities, developing the 'Dorothy' model to bring this to life for local people



### Transformation work in east Kent

Cutting across hospital, local and primary care, there has been a significant engagement effort which has informed the development of proposals

### Stroke services consultation

A comprehensive public consultation across the whole of Kent and Medway reaching out across 2.2m people.

### Prevention, access, healthy living support and self-care

Ongoing work across CCG areas and in partnership with local authorities and public health



# We are building on what we have heard

Local people have told us they want.....

'Older people and vulnerable people will worry about IT based services, we still need people on the end of a phone.'

*Engagement with hard to reach on digital*

'When it comes to cancer care if that means travelling that's fine. Care close to home that is not up to a high standard is worthless.'

*Online survey, cancer*

'Specialist workers to talk to students about LGBTQ+ and sexuality as they are non-judgemental.'

*Survey – what will make children's services better?*

'Services in Kent and Medway to be as good as the best in the country'



'People and doctors, coming together, that's great team work – get the community involved'

*Online survey, system transformation survey*

'For staff - it will mean a better job satisfaction and work life balance.'

*Benefits of ICS, online survey*





# Kent and Medway engagement overview 2018

## February

- stroke services public consultation inc. 28 listening events, surveys, focus groups, staff engagement, telephone polling

## April

- Local care conference - more than 200 attendees

## June

- stroke consultation evaluation demonstrate significant reach across audiences and stakeholders

## October, November, December

- EK pre-consultation engagement activity including listening events, focus groups, surveys,

## March

- Better together mental health conference

## December

- leadership event on creating an integrated care system

2018

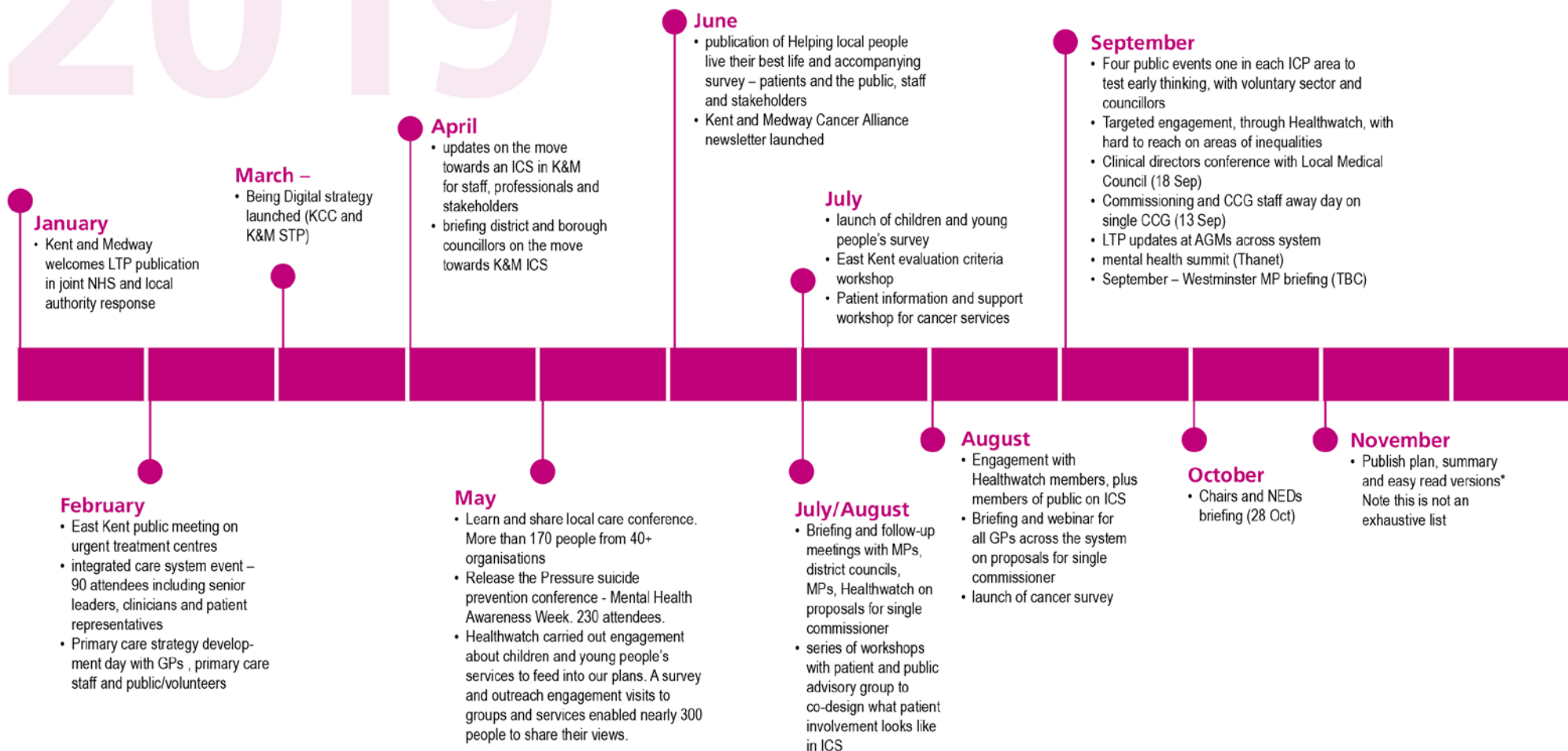
**Ongoing staff engagement:** meetings and briefings, intranet, bulletins

**Ongoing partner engagement** – PPAG (monthly), CCGs lay members, Partnership Board (including local councils), MPs, HOSC, HASC, H&WBs, LMC, NHSE and NHSI

**Ongoing media, social media, web and other content activity** – sharing stories and information at each stage



# Kent and Medway engagement overview 2019



**Ongoing staff engagement:** meetings and briefings, intranet, bulletins

**Ongoing partner engagement –** PPAG (monthly), CCGs lay members, Partnership Board (including local councils), MPs, HOSC, HASC, H&WBs, LMC, NHSE and NHSI

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# Ongoing planned engagement activity

## Patients and the public

- Four public-facing events in September – one in each integrated care partnership' area – to explore responses to priority areas
- Kent and Medway Patient and Public Advisory Group and GP surgeries' Patient Participation Group meetings and patient liaison meetings across K&M
- Surveys – children's services, cancer, ICS, single CCG
- Engage Kent commissioned to undertake targeted engagement with seldom-heard communities and groups across Kent and Medway
- Workstream engagement underway to inform development of specific priorities
- Further development of core materials (slide deck, script, Q&A etc) to support engagement
- Public meetings such as AGMs, boards

## Staff and professionals

- Away day for CCG and STP staff to bring them up to speed with and discuss progress
- Further development of core materials to support engagement – to be circulated to all comms leads for internal comms use
- Meetings and briefings with leadership from across Kent and Medway
- Clinical directors conference – for Primary Care Network leaders
- Patient Participation Group chairs and GP practice managers' sessions
- Ongoing communications and engagement work with unions and staff side organisations and reps



## Ongoing planned engagement activity

### Other stakeholders

- Ongoing programme of 'business as usual' communications and engagement activities with a wide range of stakeholders.

Examples include:

Healthwatch – volunteer meetings and sessions and business as usual activities

Chairs, NEDs briefing event – October 2019

Regular updates to HOSC/HASC and HWBs across Kent and Medway

Meetings and briefings with MPs, elected members and officers, with Westminster briefing planned

Voluntary and community sector organisations and representatives meetings and briefings

