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Cllr Christopher Smith
Vice Chairman in the Chair
Members Suite
Sessions House
County Hall
Maidstone
KENT
ME141XQ

Ref: HOSCNovember2012.doc

21 November 2012

Dear Councillor Smith,

Re: Health Overview and Scrutiny Committee Meeting – 30th November 2012

First of all, we would like to convey our sympathies at the sudden passing of Councillor Snelling, on behalf of both our organisations. He will be greatly missed by many colleagues in organisations throughout the county.

Further to the letter we received from the committee, please find our written update on the integration between Medway NHS Foundation Trust and Dartford and Gravesham NHS Trust below.

Over the past few months we have finalised a comprehensive plan for integration and submitted it to the relevant official bodies, in anticipation of becoming one trust in spring 2013. Our organisations are currently mobilising and preparing for integration.

1. Cooperation and Competition Panel (CCP) update

In October, the CCP concluded their consideration of the impact integration could have on patient choice and competition. They recommended that the integration should be allowed to proceed to the next stage.

They found that there will continue to be sufficient patient choice and competition for the vast majority of services, following integration. We worked very closely with the CCP throughout the process, along with local GP commissioners, to ensure that patient choice, competition between providers and the quality of services are protected.

Two specific services (elective non-cancer urology and endocrine surgery) were identified by the CCP as requiring additional measures to ensure choice is maintained after integration. We have therefore agreed a number of measures to protect the high quality of those specific services, with the CCP and local commissioners.

This recommendation, that the integration be allowed to proceed, will be taken into account by Monitor, the regulator of NHS Foundation Trusts, and the Department of Health alongside our detailed plans as they consider whether to approve the integration.

2. Finalisation of detailed plans

We have finalised our detailed plans for integration, developed from the Outline Business Case. The plans outline our vision for the integrated trust – Better Care Together: high quality core services and enhanced specialised services for our patients and local communities. They also explore our rationale for integration, the benefits and the plans in place to realise those benefits.

Our Better Care Together vision is about putting patients at the heart of what we do and ensuring that we can deliver high quality services for our local communities now and into the future. There are eight core benefits to realising our vision:

- Patients at the heart of everything we do – excellent quality and personalised care
- Clinical sustainability
- Safeguarded local and core services
- Improved and expanded range of specialised services
- Improved partnership working and integrated care
- Financial sustainability
- An attractive organisation for talented people, creating a sustainable workforce
- A top performing organisation

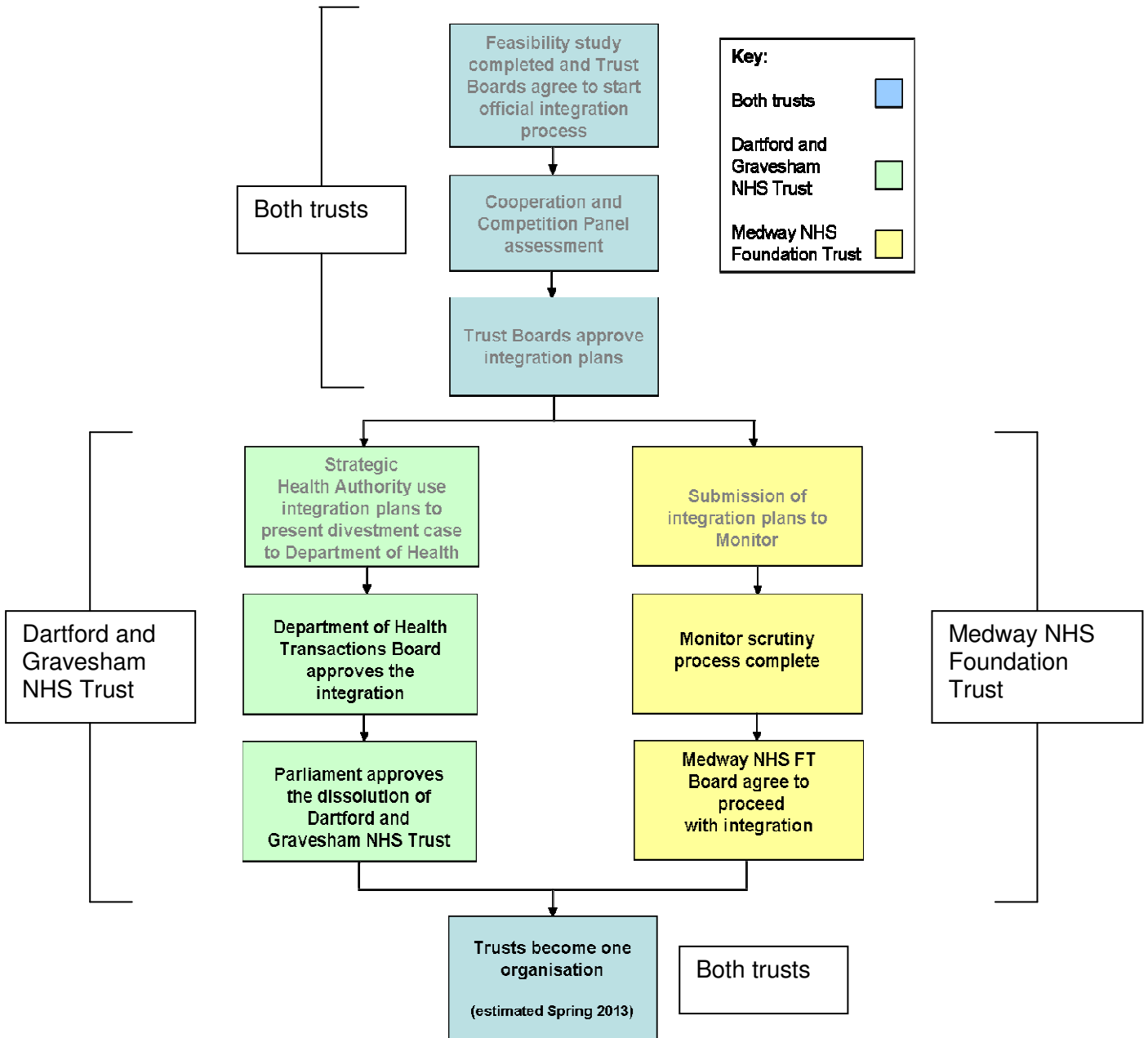
To make this vision a reality, we have developed a number of strategic aims, organisational values and principles. Further details can be found within the executive summary of our business plans, at Annex A, and within the business plans, which can be downloaded from the trusts' websites: www.medway.nhs.uk and www.dvh.nhs.uk

3. Submission

These detailed integration plans were submitted to Monitor, the regulator of NHS Foundation Trusts, and the Department of Health in early November. They will now scrutinise the plans to ensure that the integrated trust will be clinically and financially sustainable for the future, as well as delivering benefits for patients.

This scrutiny process can take some time, but we expect to receive the outcomes of their deliberations in spring 2013. The diagram below shows the process and progress made to date:

Figure 1: Integration Progress Flowchart



4. Dartford and Gravesham NHS Trust's PFI

Further to our update in September, structural support for Dartford and Gravesham NHS Trust's PFI has been included within the Heads of Terms for the integration transaction. This amounts to £6m per annum for the duration of the PFI contract (19 years from 2013/14).

This has been agreed on the basis of four tests being passed, as laid out by ministers when structural support for 7 PFI hospital trusts was announced in February 2012:

1. The problems faced must be exceptional and beyond those faced by other organisations.
2. The Trust must show that the problems are historic and that there is a clear plan to manage resources in the future.
3. The Trust must show that they are delivering high levels of annual productivity savings.
4. The trust must deliver clinically viable, high quality services – including delivering low waiting times and other performance measures.

The Department of Health is currently assessing submissions to confirm that Dartford and Gravesham NHS Trust has passed these tests.

A meeting has been arranged to gain assurance on this matter with Lord Earl Howe (Parliamentary Under-Secretary of State for Quality in the Department of Health) ourselves and local MPs in December.

5. Appointment of Designate Trust Board

Following submission, we have appointed a Designate Trust Board to oversee and lead this period of transition:

- Denise Harker, Chair
- Mark Devlin, Chief Executive
- Susan Acott, Chief Executive of Dartford and Gravesham NHS Trust / Integration Director
- David Meikle, Director of Finance
- Jacqueline McKenna, Director of Nursing
- Dr Gray Smith-Laing, Medical Director
- Miss Annette Schreiner, Associate Medical Director
- Patrick Johnson, Director of Operations (Medway NHS Foundation Trust)
- Julie Hunt, Director of Operations (Dartford and Gravesham NHS Trust)
- Lois Howell, Director of Governance
- Andy Brown, Interim Director of Human Resources

Medway NHS Foundation Trust's non-executive directors and three of Dartford and Gravesham NHS Trust's non-executive directors will complete the Designate Trust Board.

On an operational level, we have developed in-depth systems integration plans for the next five years and it is the implementation and further development of these plans that these designate executives have responsibility for. These plans include all systems and processes that need to be in place in advance of and for day 1, right through to service developments planned for years 3 to 5.

6. South London Healthcare NHS Trust recommendations update

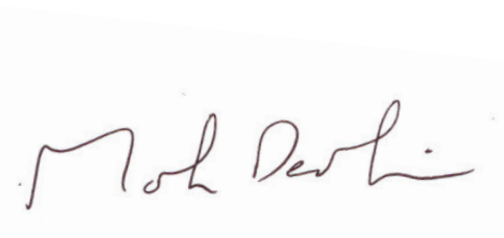
Both trusts welcome the recommendations made by Matthew Kershaw, the Trust Special Administrator, in his draft report to the Secretary of State. Dartford and Gravesham NHS Trust has a long standing, good relationship with the people of Bexley and already provide its residents with a range of elective, emergency and maternity services.

We are pleased to see that it is currently recommended that Dartford and Gravesham NHS Trust should now provide day case elective surgery and endoscopies at Queen Mary's Hospital on an interim basis. However, it is too soon to speculate on the outcome of these recommendations as they are subject to a 30 working day consultation period that commenced on Friday 2 November. The Secretary of State's will announce his decision in February 2013.

The trusts' plans for integration will be carefully updated with any changes in service provision, following the consultation on the Special Administrator's recommendations. Our plans already reflect the desire to offer more services to Bexley patients. The proposal for services to be offered from Queen Mary's Hospital would better enable the integrated trust to deliver high quality services closer to home to the Bexley population, along with the wider North Kent area.

Thank you for this opportunity to provide an update to members and we look forward to attending the HOSC meeting on 30 November. Should members have any questions in the meantime, please do not hesitate to contact us.

Yours sincerely,



Mark Devlin
Chief Executive
Medway NHS Foundation Trust

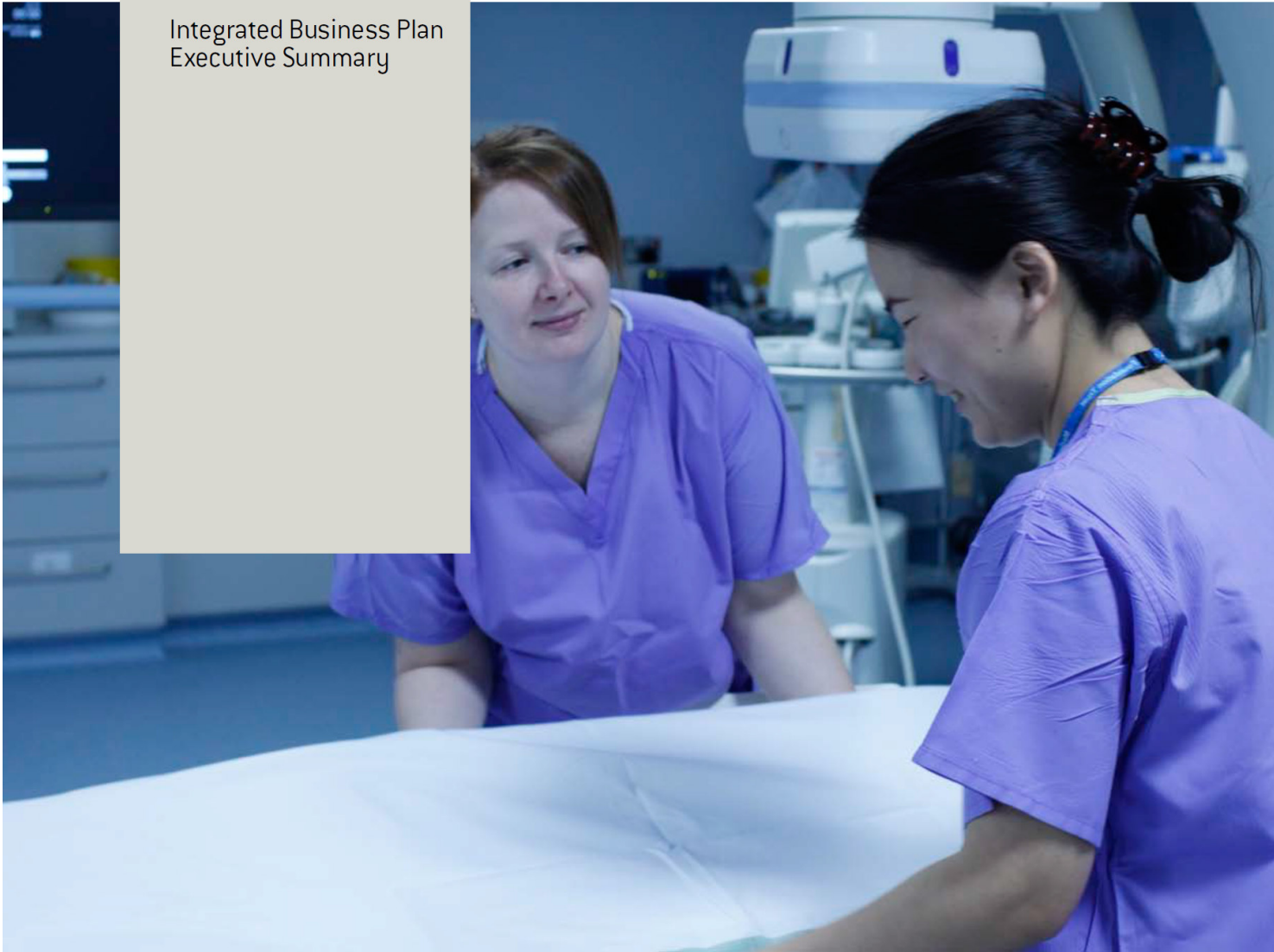


Susan Acott
Chief Executive
Dartford and Gravesham NHS Trust



Better Care Together

Integrated Business Plan
Executive Summary



Foreword

Since 2010, Medway NHS Foundation Trust and Dartford and Gravesham NHS Trust have been exploring partnership and in 2011 began working towards becoming one trust, with the support of our key stakeholders, including GPs. As a culmination of the work that has taken place over the last 18 months, this document clearly sets out why our trusts have chosen integration, the benefits we plan to realise and why we believe that our vision of Better Care Together will benefit our patients, staff and growing communities.

Both trusts have always strived to provide sustainable, high quality core services and have a joint ambition to develop enhanced specialist services. In the context of our communities' growing needs, but recognising the financial restraint facing NHS organisations nationwide, we will best be able to achieve this by coming together as one organisation.

Over the past 18 months, our senior clinicians have taken the lead in developing plans for services at Medway Maritime Hospital and Darent Valley Hospital and are eager to turn them into reality. We have already celebrated some early successes, including developing paediatric surgery, so that many sick children and their families no longer have to travel into London for treatment.

Our doctors and nurses are also focusing on working with local universities to expand research, development and education at both hospitals. This will make sure that leading edge medicine and new medical trials are available to our patients, at the same time as providing new opportunities for our staff.

Throughout the integration process we have focused on listening to and working with our communities and their representatives. We have heard how important keeping services local is to our patients. As one organisation, we are committed to safeguarding the range of services our hospitals currently provide, maintaining local access to core services.

We will also be able to develop enhanced specialist services, offering our patients a local choice in addition to London hospitals. This investment is only possible with the financial savings that integration allows us to realise; resulting from the pooling of our resources, reduced management costs and sharing of best practice. Furthermore, we will work collaboratively with community healthcare providers, commissioners and other health and social care providers to develop integrated care pathways, ensuring that our patients receive care in the right place, at the right time.

Integration offers us a range of opportunities: to compare with the very best hospitals in the NHS, to continually improve patient care and to achieve excellent service quality. The key to delivering our Better Care Together vision will be putting our patients at the heart of everything we do.

We would now like to invite you to read this Integrated Business Plan to discover more about our plans, and how we plan to deliver Better Care Together for the communities of North Kent now and in the future.



Mark Devlin
Chief Executive
Medway NHS Foundation Trust



Denise Harker
Chair
Medway NHS Foundation Trust

Improved local services for patients

This document outlines the proposed integration of Medway NHS Foundation Trust (MFT) and Dartford and Gravesham NHS Trust (DGT) to form the new North Kent Hospitals NHS Foundation Trust (NKHFT), consisting of Darent Valley Hospital in Dartford and Medway Maritime Hospital in Gillingham.

Integration represents an important opportunity to safeguard, improve and enhance the range of healthcare services for our local communities, at a time of challenge and increased pressure on resources in the NHS. An independent report shows that spending in our local health economy will reduce by £60m over the next five years, so we need to change the way we provide healthcare.

Our vision is to provide high quality core services and enhanced specialist services for our patients.

People will continue to have access to high quality, safe services at both hospitals, as well as having the choice of some new services closer to home. We already provide many services of which we are very proud and aim to build on the strengths of each hospital, taking opportunities to improve and enhance services.

Coming together provides the long term sustainability that cannot be achieved by each trust alone. Integration benefits over the first three years alone total £16m and a financial surplus is projected for 2013/14 onwards. This financial sustainability will allow us to protect, and safely deliver, existing services at both hospitals, as well as invest in the development of new specialist services locally.

This is our vision for Better Care Together.



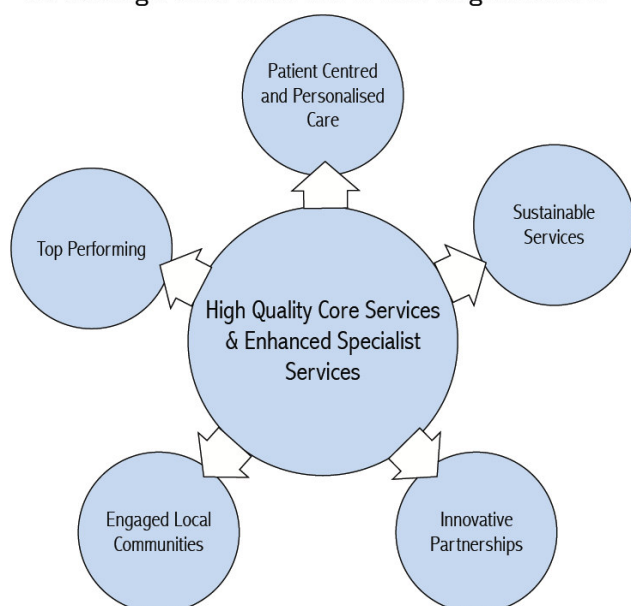
Better Care Together means
putting patients at the centre of
everything we do.

What does Better Care Together mean?

At the heart of our integration plan is our aim to deliver Better Care Together. This means putting patients at the centre of everything we do. We recognise that each of our patients has their own unique needs, whether they are elderly, have a young family or live with a long term condition. Integration will help us to meet the needs of both individuals and communities, now and in the future.

Our vision is Better Care Together: To provide high quality core services and enhanced specialist services for our patients.

Our strategic aims are shown in the diagram below:



Our vision is:
To provide high quality core services and enhanced specialist services for our patients.

The principles underpinning our vision:

We will exceed your expectations: We will care for you and treat you with compassion and respect.

- ▶ We recognise that being a patient can be daunting. We will do everything we can to make it a positive experience. This includes involving you in decisions every step of the way.
- ▶ We will care for you as a whole person, not just your health needs, by listening and respecting your views and wishes.

We will innovate and improve: We will make sure that our care and treatment compares with the very best.

- ▶ We will learn from each other and top performing hospitals to continually improve our services.

- ▶ We will expand our involvement in research and development, so that we are at the cutting-edge of medical advances, providing our patients with greater access to new treatments and trials.

We will be an organisation to be proud of: We will attract the best and brightest to join us so that we can continually provide excellent care.

- ▶ With more specialised services and involvement in cutting-edge research, we will be able to offer the best and brightest new opportunities and experiences.

Better Care Together: High Quality Core Patient Services & Enhanced Specialist Services

We will provide high quality core services at both of our hospitals and develop enhanced specialist services. By core services, we mean both Darent Valley Hospital and Medway Maritime Hospital will offer:

- ▶ Accident and Emergency departments, led by consultants
- ▶ Outpatient services
- ▶ Children's services
- ▶ Comprehensive maternity services

Not all hospitals provide specialist services and our patients frequently have to travel to London to access them. We will work with commissioners, staff, patients and our local communities to develop and enhance specialist services based on the needs of the communities we serve. This means that our patients will be able to access high quality specialist services at a hospital more local to them.

“Integration will enable us to provide high quality and cost effective services in a wider catchment area, and make it a better experience for both the children and their families. This will also lead to more widely skilled, flexible staff working across both hospitals.

“We have already started some services, such as children's surgery, including tongue tie clinics, surgery for pyloric stenosis (a narrowing of the opening from the stomach into the small intestine causing projectile vomiting in babies), neuro-developmental clinics for high risk preterm infants and sickle cell disorders clinics.”

“As one trust we will see over 10,000 births a year across the two hospitals, making us one of the largest maternity units in the country. This number of births means that we will be able to develop more subspecialist services, such as foetal medicine and maternal mental health services. This not only means a better range of services for our patients, but also helps us to recruit high quality doctors and nurses. As one organisation, we will be working towards becoming a centre of excellence for maternity services.”



Miss Annette Schreiner,
Medical Director,
Dartford and
Gravesham NHS Trust



Dr Selwyn D'Costa and Dr Aung Soe, Clinical
Directors for Children's Services at Dartford
and Gravesham NHS Trust and Medway NHS
Foundation Trust

Better Care Together: Patient Centred and Personalised Care

Putting our patients at the centre of everything we do will be at the heart of our new organisation. We will continue to improve the quality of care that our patients experience. We will:

- ▶ Care for our patients with compassion and empathy
- ▶ Focus on understanding their individual needs
- ▶ Make our patients feel comfortable and provide emotional support
- ▶ Ensure our patients and their families are at the centre of decisions about their care and treatment

Our values reflect the care our nurses will provide, consistently performing at the level of the top performing trusts in the country. We will continue to work in partnership with universities and other healthcare providers, so that nursing and midwifery practice reflects modern standards. Our practice will reflect what is important to our patients:

- ▶ Being informed
- ▶ Being treated as an individual
- ▶ Having a choice
- ▶ Being safe

We will build on the improvements already made in both trusts to ensure that our patients have the best possible experience. We will encourage patients to give feedback on their experiences and use that feedback to continually improve our services.

“Partnership means strength and to our patients we hope this will mean unity and consistency. We have a joint duty to provide equality across both areas whilst appreciating the individual needs of our patients. We feel that joint populations will benefit from our shared professional knowledge to give an enhanced patient experience. Specialist skills across our combined area mean that our patients have greater access to quality treatments locally. Our nurses and midwives are passionate about ensuring that local care is responsive to patient need.”



Deborah McAllion, Head of Midwifery, Dartford and Gravesham NHS Trust

“We have a very strong ethos of care and compassion within the Medway nursing team. We have worked hard over the years to ensure that all our patients receive top quality nursing care. We recruit nurses for their compassion, attitude and their clinical knowledge. This leads to an excellent experience for our patients with patient centred, personalised care. This will continue to the integrated trust with both sites working in unison to ensure an excellent patient experience.”



Jayne Gray, Head of Nursing, Emergency Department, Medway NHS Foundation Trust

Better Care Together: Sustainable Services

In order to realise our Better Care Together vision, we must be both clinically and financially sustainable.

Integration will help us to protect our core services. Together we will serve the critical population mass required to deliver safe and clinically sustainable services, meeting clinical guidelines. This will enable us to safeguard existing services at both hospitals and work with commissioners to develop enhanced specialist services locally. This will maintain local access to core services and improve access to specialist services for our local communities.

Financial sustainability is becoming increasingly difficult in today's economic climate. With commissioners needing to save approximately £60m within the local health economy, this is a threat to core services. As one organisation, economies of scale, such as reduced management costs, will ensure greater financial sustainability than each trust standing alone. Together we will be able to maximise efficiencies and improve productivity. This, combined with the ability to reinvest surpluses as a Foundation Trust, will allow us to reinvest in frontline clinical services.



"Last year, our hospitals treated many patients with gastrointestinal bleeds. It is difficult for either hospital to operate a gastrointestinal bleed rota that meets official guidance, but together it will be much easier and more sustainable. With a greater number and range of staff, we will have a joint gastrointestinal bleed rota, staffed exclusively by gastroenterologists, providing round the clock care. This means that our patients with gastrointestinal bleeds will see doctors with the right expertise, whatever time of day it is."



Dr Gray Smith-Laing,
Medical Director,
Medway NHS
Foundation Trust



Better Care Together: Innovative Partnerships

NKHFT will work with a broad range of partners to not only identify how best to provide for the health needs of our communities, but also to drive greater collaboration and alignment of services. These partners include:

- ▶ Clinical commissioning groups
- ▶ Health and wellbeing boards
- ▶ Clinical networks
- ▶ Other health and social care providers, including community healthcare providers, mental health providers and tertiary care providers
- ▶ Governors
- ▶ Members
- ▶ Patient groups
- ▶ Local charities
- ▶ Local universities

These partnerships will help NKHFT to develop specialist services, offering our patients an alternative, local, choice to London providers. These developments, in turn, provide greater opportunities for our staff, making it easier to recruit high quality staff and appoint to nationally hard-to-fill positions, such as middle grade A&E doctors.

"The CCGs support an integration that offers the opportunity to improve both the quality of services and clinical outcomes for patients in North Kent."

Medway Clinical Commissioning Group,
Dartford, Gravesham and Swanley Clinical
Commissioning Group, Swale Clinical
Commissioning Group



Better Care Together: Engaged Local Communities

Engaging and involving our patients and communities will allow us to shape and focus future clinical services around local needs.

We have worked closely with our local communities in development of our plans for integration and NKHFT will continue to build on these relationships. NKHFT will collaborate with and actively listen to stakeholders, including its strong membership base, using feedback to make improvements to patient care.

“I would like to endorse what others have said: it has been a very comprehensive public consultation that has been taking place...The LINKs have arranged some of our own events which have been very well attended by members of the public as well as members of both health authorities, not only from the administrators, but from the clinicians as well.”

Mark Fittock, Kent LINK Governor, speaking at Kent Health Overview and Scrutiny Committee (March 2012)



“The Council of Governors looks forward to representing our constituencies and ensuring our members have a say in shaping the future of the integrated organisation.”



Ruth Jenner, Senior Governor Medway NHS Foundation Trust

Better Care Together: Top Performing

Drawing on all of the other strategic aims, NKHFT aims to become one of the top 15 performing organisations in its field in quality, safety, productivity and efficiency.

NKHFT will use research and evidence to improve and deliver high quality services with excellent health outcomes. We will work to modernise services, drive innovation and improve effectiveness, through:

- ▶ Developing integrated models of care to meet the needs of our local communities
- ▶ Sharing best practice across the entire organisation to ensure consistency in the quality of care and services provided
- ▶ Developing innovative partnerships across health and social care boundaries to provide care closer to home

Central to this will be evolving services in line with patient and GP feedback to become an organisation of which our communities are proud.

“Research and innovation are the key to excellent patient care. Research-active institutions increase patient confidence. With the integration of Medway and Dartford research into one, we complement each other immensely. This will undoubtedly make our integrated trust the research hub for Kent.”



Mr Seshadri Sriprasad,
Chairman of the
Research and
Development
Committee, Dartford
and Gravesham NHS
Trust



Professor Jonathan Duckett,
Head of Research and
Development, Medway NHS
Foundation Trust

“Research and innovation are the way forward in delivering high quality medical care. Research and development reflects on a host organisation in a positive manner, allowing higher staffing levels and high quality medical care. Integration with Darent Valley Hospital will allow us to share the strengths of both teams and grow research and development activity.”

The need for change

Both DGT and MFT are performing well against many of their indicators and each have the support of their local communities and staff. However, we need to continually improve and look for new ways to deliver sustainable, high quality healthcare. In particular, there are significant benefits of scale and opportunity arising from integration.

The drivers of change are:

- ▶ An opportunity to improve both the quality and range of specialist services for local people.
- ▶ Improving clinical outcome requirements to deliver care in line with Royal College recommendations and national guidance, as well as implementing safe and effective clinical rotas.
- ▶ The policy context, specifically the Health and Social Care Act's aim to provide more integrated care, closer to home and for all NHS trusts to become Foundation Trusts.
- ▶ Financial viability linked to the economic downturn and the impact of the NHS Operating Framework.

These represent a combination of factors pulling us towards our vision of Better Care Together – creating an opportunity to improve health outcomes for more people and provide a more exciting place to work for our staff – along with external factors that are pushing us to make changes. Financial viability is fundamental to us providing the care we want to provide and our communities need. As things stand, the long-term financial viability of each trust is at risk.



Why this partnership?

DGT and MFT already share many synergies and have a long-standing history of working in partnership. This will be the integration of two trusts already closely aligned:

- ▶ The trusts serve neighbouring communities, with similar demographic, health and deprivation profiles, including some of the poorest wards in Kent and the South East region. This provides opportunities to build services specific to our local health economies.
- ▶ The trusts have a common core clinical business, as neighbouring medium sized district general hospitals.
- ▶ The trusts have strong and long standing clinical relationships at a number of levels including shared patient pathways, junior doctor rotations and services provided on each other's sites.
- ▶ The trusts will consolidate clinical support services and corporate functions to become more efficient.
- ▶ The combined trust estate and equipment will present opportunities to enable clinical developments and scope to make the most of DGT's Private Finance Initiative (PFI) facilities and close some unsuitable estate at MFT.
- ▶ The trusts serve different secondary markets, located at either end of their local population base. This gives further growth opportunities at both ends of the local health economy, in Bexley, to the west of DGT, and Swale, to the east of MFT.

The Benefits

Patients at the centre of everything we do – excellent quality and personalised care

Integration will allow NKHFT to build on the improvements already made in both trusts, to ensure that patients have the best possible experience. The Trust will focus on using patient feedback, improving quality, meeting clinical guidelines, reducing health inequalities and increasing research and development activity, to become the hospital of choice for our patients.

Clinical sustainability

NKHFT will serve the necessary critical mass of population to maintain existing services and develop specialist services. Integration will also enable NKHFT to meet rota requirements, such as the gastrointestinal bleed rota, so that clinical services can be provided safely.

Safeguarded and improved core services

There will be the opportunity to improve and expand services, given the similar demographic and health profiles of the communities served by the hospitals.

Improved and expanded range of specialist services

NKHFT will work with commissioners and other partners to develop existing and new specialist services, for which local patients currently have to travel to London. These will be developed in line with community needs.

Improved partnership working

We recognise that a system-wide approach is needed to improve health outcomes for our communities. NKHFT will work in partnership with health and social care providers, other community based organisations and clinical networks to improve quality of care and establish integrated care pathways. NKHFT will also enhance patient involvement in healthcare services, by having a clear focus on capturing, listening and using patient feedback to develop services and monitor the quality of patient experience.

Financial sustainability

Integration will result in a more financially sustainable organisation, due to:

- ▶ clinical and estates synergies
- ▶ changes to ensure best use of both estates
- ▶ economies of scale
- ▶ increased income from specialist services
- ▶ reduced management costs
- ▶ removal of duplication in corporate functions
- ▶ opportunities to expand the Trust's market share in secondary markets

An attractive organisation for talented people – creating a sustainable workforce

With two workforces coming together as one, NKHFT will have an appropriately trained and responsive workforce, with substantial expertise, skills and experience. With a greater range of services being developed, NKHFT will be able to offer staff more varied and rewarding work, making it a more attractive place to work and train. This will also help the Trust to better recruit and retain staff, resulting in improved standards and continuity of care.

A top performing organisation

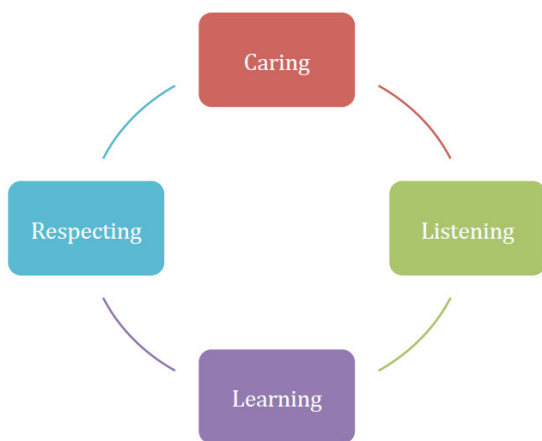
Integration provides us with the opportunity to create the culture required to become top performing district general hospitals, achieve efficiency and productivity improvements and share, learn and adopt best practice from both each other and other organisations.



Making it happen: Culture and organisational development

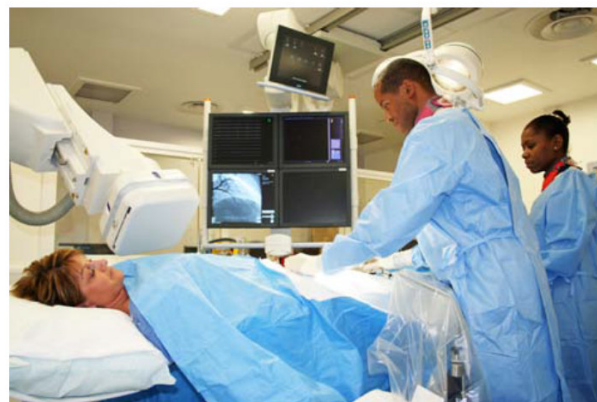
A positive and open culture is a fundamental component of high performing organisations. This is true for us and is particularly important for integration. We recognise that Better Care Together can only be fully realised and delivered with a supportive and cohesive organisational culture.

The following values describe our desired culture:



We recognise how important strong leadership is going to be during the process of integration. We have agreed a shared set of leadership behaviours and staff and patients can expect our leaders to:

- ▶ Take responsibility
- ▶ Ensure high standards
- ▶ Develop services
- ▶ Respect others
- ▶ Demonstrate integrity
- ▶ Lead staff



Making it happen: Implementation plans

Plans have been produced in all areas to ensure the delivery of Better Care Together following integration:

- ▶ Clinical – safeguarding our existing services, as well as improving the range and quality of local services, to deliver improved health outcomes
- ▶ Financial – delivering a sustainable, viable trust for our local communities by maximising efficiencies
- ▶ Organisational development and workforce – making sure we have the right people with the right skills at the right time for NKHFT
- ▶ Engagement and communications – supporting all staff to understand the changes and start living Better Care Together, to benefit patients of the new trust as rapidly as possible
- ▶ Stakeholder and community involvement – consulting and involving people before, during and after integration
- ▶ Estates – optimising the efficiency of our estate by reducing the footprint of the Medway Maritime Hospital site and increasing clinical space at Darent Valley Hospital
- ▶ Corporate services – reducing management costs and removing duplication in back office functions
- ▶ Information management and technology – realising the digital vision to support the delivery of our plans

Joint working across many levels has been the key to the development of these plans and will be the key to implementing them. Clinical directors have worked together to develop their service visions, whilst directors have come together to plan and implement systems integration, ensuring that NKHFT will be safe and operational from day 1. Our governors have scrutinised our plans and helped us to further shape and develop them.



What NKHFT will look like

NKHFT will consist of two hospitals: Darent Valley Hospital in Dartford and Medway Maritime Hospital in Gillingham, and a range of community services. Both hospitals are consistently recognised by CHKS as two of the top 40 hospitals in England. We will serve a population of over 660,000 from Dartford, Gravesham, Swanley, the Medway towns, Swale and Bexley.

Both of our hospitals will offer core services, including A&E, maternity, children's and outpatients' services. We will be developing new and enhanced

services, for which patients currently have to travel to London, and they will be based on one site or the other. However, we will offer outpatient appointments for those services on both sites, to keep services as local to our patients as possible. For example, we will increase the range of children's surgery carried out locally: children's surgery will take place at Medway Maritime Hospital, where we have specialist equipment, but patients and their families will have the choice of either hospital for their outpatient appointments.



The Trust will be both clinically and financially sustainable, for now and the future. Our population base exceeds the recommended minimum for safe provision of services, as laid out by the Royal Colleges, and we expect to achieve a financial surplus from 2013/14 onwards.

In 2014/15, we expect NKHFT to look like this:

- ▶ A total combined income of over £400m
- ▶ 588,752 outpatient appointments
- ▶ 174,791 people cared for in A&Es and walk-in centres
- ▶ 58,215 inpatients and day case patients
- ▶ 60,671 emergency admissions
- ▶ 10,800 babies delivered



Conclusion

The integration of Medway NHS Foundation Trust and Dartford and Gravesham NHS Trust to form North Kent Hospitals NHS Foundation Trust is an exciting opportunity to create a sustainable healthcare provider for our local communities. It is also a compelling response and sustainable strategic solution to a range of complex clinical, financial and political drivers that have to be addressed.

The newly created organisation will be shaped through the delivery of our healthcare vision: Better Care Together. This vision and strategy have been designed around a number of key principles that involve exceeding expectations, relentlessly innovating and improving and becoming an organisation that staff, patients and stakeholders are proud of and want to recommend.

Our Better Care Together vision is designed to take the best from both organisations and drive up overall quality across all services, delivering a step change in healthcare for our local communities.

