

East Kent Hospitals University   
NHS Foundation Trust

Kent Community Health   
NHS Foundation Trust

Kent and Medway   
NHS and Social Care Partnership Trust



  
South Kent Coast  
Clinical Commissioning Group



South East Coast Ambulance Service   
NHS Foundation Trust







**Delivering Together for the people of South Kent Coast**

**Integrating Health and Social Care**

**“One Service, One Team, One Budget”**

**Draft Compact Agreement 2015-2018**

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## *Forward*

This Compact captures each organisations commitment to partnership working to deliver improved integrated health and social care for the populations they serve.

There is collective recognition that as the populations become older and are living longer with more complex conditions, there is a growing demand on Health and Care services. This in addition to the economic downturn means that Health and Social Care provision is unsustainable in its current form.

Integration of Health and Social Care has been acknowledged as the way forward; delivering better care, improving quality and outcomes for citizens as well as efficiencies across the system.

This means a new imperative for joint and collaborative working across all the organisations that commission and deliver health and wellbeing in our area.

It is well documented that by working in partnership we can achieve much more than working apart and therefore in South Kent Coast we have established a multi organisational partnership approach to developing and delivering a new model of Health and Social care provision.

This compact has been developed to help support development and delivery of this common purpose and is a voluntary agreement between public sector organisations, voluntary and community organisations.

It describes the relationships, behaviours and values of all organisations working in partnership to achieve a common aim.

This Compact expresses the commitment of public sector and voluntary and community sector organisations to work in partnership.

## *Introduction*

The Compact provides the framework for the Health and Social care, Voluntary and Community sector and other compact partners in South Kent Coast to work together.

Whilst no partner is legally bound by this Compact all partners have expressly stated their intent to work in the spirit of the agreement

The aim is to maximise the benefits to the whole community by sharing knowledge, experience, expertise and resources.

The success of our South Kent Coast Compact will be measured by the improvements this new partnership working makes to the lives of local people. This will be measured through a robust review and evaluation process led by the University of Kent and also against achievement of milestones in the programme.

Delivery of the South Kent Coast Integrated Care Organisation, focusing on a multi-specialty provider model of organising care, (incorporating new models of care as set out in the NHSE 5 Year Forward View

<http://www.england.nhs.uk/wp-content/uploads/2014/10/5yfv-web.pdf> ) will be the key focus of partnership activity.

This transformational programme of work has been in place since September 2014 and it is expected that delivery of the vision for integrated health and social care locally will be an incremental process over the next 5 years.

The Integrated Executive Programme Board oversees the development and delivery of the new model of organising care for South Kent Coast people and delivery of the strategic goals.

Running in parallel is the South Kent Coast Health and Wellbeing Board, established currently as a sub-group of the Kent HWBB. This local board aims to oversee and discuss local health and wellbeing issues, identifying priorities and working to together to influence and deliver locally for improvements in health and wellbeing outcomes, including the wider determinants such as housing, regeneration, environment and skills. Development of the Board into a collaborative commissioning body is one of the streams in the programme of works. This reflects the need to develop the integration of commissioning in light of the new integrated provision and models of care.

## **Shared Purpose**

### *Mission Statement*

“Our aim is to ensure that South Kent Coast people are supported to be well and healthy in their own homes and communities, by delivering a connected system, designed and delivered around local people, located in 4 natural neighbourhoods”

### *Strategic Goals*

Five outcome areas for delivery have been agreed

**1. People take greater responsibility for their own health**

The development of services that support the people of South Kent Coast to stay well and take a more active role in their own health and wellbeing.

**2. People stay well in their own homes (wherever that home may be)**

The developments of primary and community care services to support the people of South Kent Coast in a community based setting and provide a point of ongoing continuity, which for most people will be general practice.

**3. People receive timely and appropriate high quality care**

The freeing up of hospital based specialist resources to be responsive to episodic events and the provision of complex care and support and specialist advice to primary care; ensuring timely access to urgent and acute specialist care.

**4. People receive safe care and have a positive experience of care**

Patient safety and experience is at the centre of everything we do improving outcomes for the people of SKC.

## 5. There is better use of the SKC pound

Ensure that collectively we can demonstrate value for money and delivery of cost effective services. Through integration we can reduce duplication and agree collaborative spend priorities in order to improve outcomes for the people of SKC.

### *Agreed Direction of Travel:*

The outcomes are grounded on the following principles of delivery developed through the stakeholder groups, so in future services will look like this:

- **Integrated Care** –one service, one team, one budget
- **Membership** – its all of us, the citizen together with clinicians and professionals
- **Location** – people are looked after locally
- **Managed Care** – early intervention and prevention, one care plan
- **First Contact** – always get the right service, no door is the wrong door
- **Organisation** – a single purpose
- **Community Cohesion** – developing and building community assets and capacity
- **Health and Wellbeing** – keeping people well, including taking into account the wider health determinants, e.g., housing, environment, regeneration, skills

### *What will the people of South Kent Coast see as a result?*

- Easier and earlier access to services that promote wellbeing or that provide help in a crisis
- People empowered to take control of their own health and wellbeing
- Local communities in South Kent Coast are increasingly supported by strong links between GPs, Nurses, care workers, voluntary and community organisations, which helps people like them to stay independent for longer.
- Older people who have come out of hospital are helped to stay at home.
- Families and carers will not have to chase professionals or ask them to talk to each other. Information will be shared with the citizen and professionals and everyone will know the plan of care
- Families and carers are supported in managing their needs
- Capable communities and social capital that will enhance the lives of people in South Kent Coast through providing local resources that support a greater emphasis on prevention and early intervention

### It's about *all* of us...

- We are all members of this 'enterprise/society' all the time – not just when we are patients
- We will be supported in taking more responsibility for our health and well being - as individuals and as communities
- We will have information and advice to help us stay healthy and to help us know how/when to seek professional advice.
- There is proactive, early identification and support for people whose health could be at risk

## Membership

### We always get the right service...

- A single approach to assessing people's needs means my details are shared with the professionals that will help me
- One phone call will get me to the right advice or service first time.
- If I access care through a different route I can be confident that I will get the right services for my needs without unnecessary delays
- Health and care professionals know the services and support that's available and can direct me to the right place

## First contact

### Our care is integrated...

- We are supported by multi-professional teams are organised around common functions
- They work as one team even when not co-located and share information to enable better care to be provided
- Everybody in the system is aware of what others are doing and following the care plan
- My care is integrated across locations, over time and by conditions

## Integrated care

### Our care is actively managed...

- I have one care plan that supports my health and wellbeing
- My plan is understood and followed by everybody in the system
- The plan summarises my responsibilities and the support I can expect.
- If I have complex needs a care co-ordinator helps me manage the different elements of my care so it meets my needs and preferences
- If I need to get specialist treatment in a hospital, my local team will know about it and put in place the care and support I need to return home

## Managed Care

### We are looked after locally...

- I can get most of my care at home, in GP surgeries or in a larger community health & wellbeing centre
- Consultant advice will be available to me and my doctor locally wherever possible
- Modern technology helps in monitoring people's health and keeping health professionals in touch
- Integrated care is organised for the whole of SKC but its tailored for my community

## Location

### We have clear and consistent funding...

- There is one consolidated budget that supports the health and care needs of the whole population
- We use our community's assets to support health and wellbeing as well as the budget for public services
- Value for money is constantly reviewed to make sure that resources are used to match changes in need and to maximise health outcomes and wellbeing
- We are able to hold the organisation to account for how it looks after us and spends our money

## Organisation

## *Shared Values and Principles*

All partners to this Compact seek to adhere to the following values and principles:

- Good quality communication - there is an obligation on Compact Partners to engage in constructive dialogue at all stages of partnership work.
- Equality of opportunity - employment and service delivery issues should be handled in a non-discriminatory manner and equality of opportunity should be built into initiatives to ensure that all services are equally accessible to everyone.
- Social inclusion - activities undertaken in partnership should be developed in ways that enable involvement of as many sections of society as possible, by actively addressing factors that can lead to exclusion (for example child care, poor transport, low incomes, lack of information, debt).
- Sustainability - joint action to improve the quality of life should not be at the expense of the environment and/or jeopardise the natural resources available for future generations.
- Openness and accountability - joint work / financial transactions should be conducted in an open and honest manner with clear documentation.
- Information/intelligence sharing - to ensure that initiatives are developed in light of all available facts (subject to confidentiality constraints).

## *Shared Vision*

This Compact recognises that voluntary and community organisations and the Public Sector both contribute considerably towards improving the quality of life of the people in South Kent Coast. As partners to the compact, we believe this can be achieved more effectively by working together:

### **The partners jointly undertake to:**

- Communicate and listen to each other;
- Share knowledge, experience and expertise;
- Work together in partnership for the benefit of the local people and their needs;
- Work towards common aims and objectives according to the capacity of each organisation;
- Encourage and support voluntary and community activity;
- Demonstrate commitment to the importance of sustainability in the planning and provision of services;
- Promote equal opportunity and diversity;
- Demonstrate commitment to communication and sharing of information;
- Promote mutual understanding of each other's ethos and roles and create relationships where partners are equally valued;
- Encourage the resolution of issues that may arise through an agreed process where negotiations break down.
- Commit organisations to delivering the Direction of Travel
- Respect each other's needs to deliver individual objectives alongside the shared ones

We believe that by working together towards the achievement of democratic and socially-inclusive objectives, we can achieve positive benefits for the people of South Kent Coast.

## *The programme of work*

The programme of work includes the following; all partners are committed to their delivery:

**1. Co-Design and Citizen Inclusion:**

This workstream will identify how citizens are at the heart of the service developments and will also look at building community capacity and social capital<sup>1</sup>, ensuring we build on existing community assets (people and buildings) and empower citizens to be responsible for their own health and wellbeing.

**2. Locality Delivery:**

This workstream focuses on the actions and partnerships required to deliver the Model of Care in each natural community/hub – Dover, Deal, Folkestone and Romney Marsh (including Hythe).

**3. Enabling and Facilitating:**

This workstream focuses on the practical solutions needed to ensure smooth and seamless delivery of services and access to information and includes such areas as IT, Accommodation of staff, strengthening recruitment and retention of staff.

**4. Shared Leadership:**

This workstream looks to facilitate local leadership through the development of both the Integrated Executive Programme Board and South Kent Coast Health and Wellbeing Board and locality delivery groups; identifying decision makers, influencers, and how to overcome challenges to local delivery.

**5. Data Integration/Sharing:**

This workstream will develop an integrated strategy to support delivery of better integrated health and care services. The solutions will enable data and information sharing, care planning, new ways of working and technologies to support people to be cared for at home.

**6. Evaluation and Research:**

This workstream is led by the University of Kent we have developed a evaluation framework that will enable us to implement and evaluate all the changes to health and social care that we make ensuring that we achieve the desired patient outcomes.

**7. Communication and Engagement:**

This workstream ensures that all stakeholders are informed of the changes that are taking place in a timely and appropriate way. This includes messages to staff and the public. All communication and engagement activity needs to be coordinated between organisations ensuring alignment to the agreed vision for health and social Care.

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<sup>1</sup> Social Capital: the collective value of all social networks (who people know) and the shared value that arise from these networks/the inclinations that arise from these networks to do things for each other.

## Culture

Achieving meaningful and sustainable quality improvements in health and care requires a fundamental shift in culture, to focus effort where it is needed and to enable and empower those who work in health and care services to improve quality locally.

The kings fund ([www.kingsfund.org.uk](http://www.kingsfund.org.uk)) outline 6 characteristics fundamental to a healthy culture. All partners are in agreement to ensure that these characteristics are displayed and disseminated through individual organisations as we move through this transformation.

- 1. Inspiring vision and compelling strategy**

*The top priority is for leaders at every level to communicate an inspiring, forward- looking and ambitious vision focused on offering high-quality, compassionate care to the communities they serve.*

- 2. Clear objectives and priorities at every level**

*Having a clear vision and mission statements about high-quality, compassionate care provide a directional path for staff. But they must be translated into clear, aligned, agreed and challenging objectives at all levels of the organisation, from the board to frontline teams and individuals. This must be matched by timely, helpful and formative feedback for those delivering care if they are to continually improve quality.*

- 3. Supportive management and leadership**

*Staff views of their leaders are strongly related to patients' perceptions of the quality of care. The higher the levels of satisfaction and commitment that staff report, the higher the levels of satisfaction patients report. If leaders and managers create positive, supportive environments for staff, the staff, in turn, create caring, supportive environments and deliver high-quality care for patients. Such leadership cultures encourage staff engagement.*

- 4. High levels of staff engagement in services**

*Staff engagement in health services refers to an experience of work that is involving, at times exciting, meaningful, energising, affirming, stretching and connecting. It is characterised by strong identification with the organisation and a drive to be involved in decision-making and innovation to improve the delivery of care.*

- 5. Learning and innovation**

*Sustaining cultures of high-quality care involves all staff focusing on continual learning and improvement of patient care, 'top to bottom and end to end', and thereby taking leadership responsibility for improving quality.*

- 6. Effective team working**

*Where multi-professional teams work together, patient satisfaction is higher, health care delivery is more effective, there are higher levels of innovation in ways of caring for patients, lower levels of stress, absenteeism and turnover, and more consistent communication with patients.*



## *Ensuring the Compact is sustainable*

Occasionally, in partnership working there can be disagreements and disputes- these can help identify important issues and by approaching them in a positive and non-confrontational way they can help to improve the way we work together.

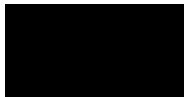
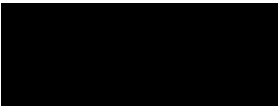
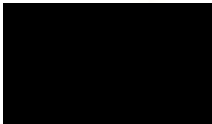
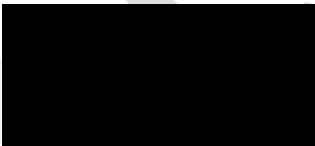
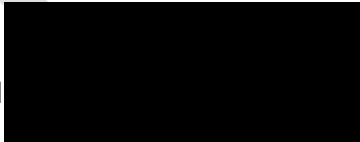
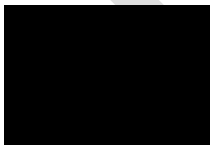
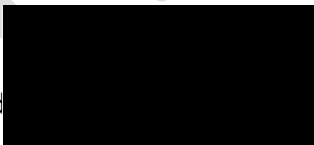
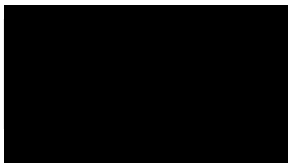
We also need to be prepared to hold ourselves and each other to account for abiding by the values and delivering the commitments in this compact. If any party believes this is not the case, it is for themselves and the relevant party to resolve the issue with each other in the first instance. However, in exceptional circumstances where agreement cannot be reached, the issue should be raised at the relevant organizing and leadership arrangement at that time for consideration and resolution.

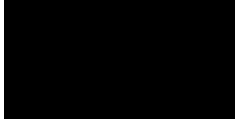

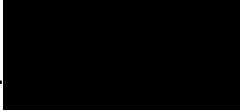
All those involved in a disagreement/dispute should recognize the other's right to raise the issue and give time to listen and respond to concerns.


Each organization will have its own complaints process and governing body should the matter need to be referred.

**Compact Partners- signatories to this agreement (to be added to)**

The partners to this agreement are:

<p><b>South Kent Coast (SKC) Clinical Commissioning Group</b></p> <p>Signed </p> <p>Hazel Carpenter</p> <p>Dated.....25 Aug 2015.....</p>	<p><b>Kent Community Health Foundation Trust</b></p> <p>Signed </p> <p>Marion Dimwoodie</p> <p>Dated.....25 Aug 2015.....</p>	<p><b>Kent County Council</b></p> <p>Signed.....</p> <p>Dated.....</p>
<p><b>East Kent Hospitals University Foundation Trust</b></p> <p>Signed </p> <p>Chris Bown</p> <p>Dated.....25 Aug 2015</p>	<p><b>Dover District Council</b></p> <p>Signed </p> <p>Paul Watkins</p> <p>Dated.....25 Aug 2015.....</p>	<p><b>Shepway District Council</b></p> <p>Signed </p> <p>David Monk</p> <p>Dated.....25 Aug 2015.....</p>
<p><b>Kent and Medway Partnership Trust</b></p> <p>Signed </p> <p>Angela McNabb</p> <p>Dated.....25 Aug 2015</p>	<p><b>Healthwatch</b></p> <p>Signed </p> <p>Steve Inett</p> <p>Dated.....25 Aug 2015.....</p>	<p><b>Kent Integrated Care Alliance (KICA)</b></p> <p>Signed </p> <p>Noreen Long</p> <p>Dated.....25 Aug 2015.....</p>

<p>Mike Parks Chair Local Medical Committee (LMC)</p> <p>Signed </p> <p>Dated.....25 Aug 2015.....</p>	<p>Invicta Health CiC</p> <p>Signed </p> <p>Kim Horsford</p> <p>Dated.....25 Aug 2015.....</p>	<p>South East Coast Ambulance Service (SECAMB)</p> <p>Signed..... </p> <p>Paul Sutton</p> <p>Dated...10 Sept 2015.....</p>
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<p><b>Integrated Care 24 (IC24)</b></p> <p>Signed </p> <p>Lorraine Gray</p> <p>Dated.....25 Aug 2015.....</p>
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