



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

## **Kent & Medway Draft Strategy Delivery Plan 19/20 to 23/24 Priorities**

## **Joint Kent and Medway Health and Wellbeing Board**

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.



## Our five strategic objectives

To meet the needs of our population and to address our system challenges we will focus on five strategic objectives:

### What our K&M Health Needs Assessment says

- **Cancer** is the number one cause of premature death
- **Cardio Vascular Disease** is the biggest cause of disability
- **Stroke** is the single largest cause of complex disability
- 90% of adults with **diabetes** have preventable type 2 diabetes
- Higher levels of **respiratory disease** in areas of deprivation
- **Frailty** and **multi-morbidity** are rising
- **Health inequalities** between most and least deprived areas

### What people have told us they want to see

**Prevention** – healthier lifestyle choices

**MH** – quality and ease of access to services

**Cancer** – increased efforts to raise awareness to prevent and diagnose cancer earlier as well as quicker referral and diagnosis

**Children and Young People** – better support for children and young people with MH problems as well as improving vaccination rates

**Primary and community care** – easier access to the right staff and bringing care closer to home

**Digital transformation** – Better use of digital services to connect health and care services and improve health and quality of care.

### Our system challenges

- Long coastline and proximity to London
- Workforce challenges particularly in primary care, social care, mental health and cancer
- Acute services sustainability challenges
- Quality challenges

- 1) **Improving care quality experience** - This strategic objective covers a wide range of delivery priorities including developing our ICS accountability framework for quality and *Delivering integrated care closer to home* (expanded primary care and community care services). We are *transforming urgent and emergency care* to ensure that A&E is only used for serious urgent care needs and emergencies. We also know that resolving a number of *structural challenges* that impact the clinical and financial sustainability of our services is critical. Lastly, this objective includes a number of *specific priorities to improve care and outcomes* for a number of clinical and service areas.
- 2) **An increased focus on population health and prevention** - This strategic objective includes developing our approach to population health management to improve overall population outcomes. Prevention will be embedded throughout the ICS and at the start of every care pathway. Our approach to prevention follows the life course as well as targeted actions on priority areas of smoking, obesity, alcohol, MH, health protection, cancer and other major conditions
- 3) **Driving financial balance, efficiency and productivity** – This strategic objective covers our actions to address our financial challenges including meeting the government’s four tests for best use of taxpayers’ investment in the NHS
- 4) **Transformation of our workforce and infrastructure** – This strategic objective starts with our Workforce Transformation Strategy and the actions being taken to address our workforce challenges. Digital transformation is a critical enabler to improving care quality and transformation and to providing the infrastructure to support population health management. Our estates strategy is aligned to our clinical strategies to deliver a fit for purpose estate for the future, with a significant capital requirement.
- 5) **A new Integrated Care System delivery model** – This strategic objective is about a new way of organising ourselves, in line with national policy, that will better enable integration of services, put an end to unwarranted variation and drive a focus on population health.

# Our strategic planning framework

Our strategic planning framework has been informed by our STP programmes, the Kent and Medway Health Needs Assessment, listening to what local people want, and the national priorities as set out in the NHS Long Term Plan.

Principles cutting across our strategic objectives	
Strategic objectives	<ul style="list-style-type: none"> <li>Adopting a 'health in all policies' approach across all partners in the development of new policies to consider the impact on population health</li> <li>Promoting self management, self care and citizen activation</li> </ul>
	<ul style="list-style-type: none"> <li>A relentless focus on driving out unwarranted clinical variation</li> </ul>
Strategic objectives	Delivery Priorities
<b>1.</b> Improving care quality and patient experience (Section 3 of this plan)	<ul style="list-style-type: none"> <li>Implementing an ICS quality framework and quality priorities</li> <li>Delivering more care outside of hospital including resilient primary care and community care</li> <li>Addressing clinical and financial sustainability of acute services</li> <li>Transforming urgent and emergency care</li> <li>Transforming outpatients and ensuring timely planned care</li> <li>Improving services and care outcomes for cancer, MH, maternity and neonatal, children and young people, LD and autism, stroke, CVD, diabetes, respiratory disease, end of life care</li> </ul>
<b>2.</b> Increased focus on population health and prevention (Section 4 of this plan)	<ul style="list-style-type: none"> <li>Implementing population health management (PHM) including a K&amp;M outcomes framework informed by this Strategy Delivery Plan</li> <li>Developing capacity and capabilities for PHM</li> <li>Embedding prevention throughout the system and in every pathway</li> <li>Supporting more people to stop smoking and preventing children and young people from ever starting to smoke</li> <li>Taking a place based approach to tackle obesity</li> <li>Identifying people at risk of alcohol and substance misuse in the community and supporting them with targeted interventions</li> <li>Tackling health inequalities at a place based level</li> </ul>
<b>3.</b> Driving financial balance, efficiency and productivity (Section 5 of this plan)	<ul style="list-style-type: none"> <li>Deliver against financial trajectories for the 5 year period</li> <li>Achieve success in bidding for targeted funding from national bodies to support the delivery of our plan</li> <li>Deliver c12m productivity savings in 19/20</li> <li>Continue to explore opportunities to delivery productivity savings of c£53-90m by 23/24 through areas such as:               <ul style="list-style-type: none"> <li>Continued implementation of best practice processes (<i>GIRFT, Right Care, Model hospital</i>)</li> <li>Delivering a single pathology service for Kent &amp; Medway</li> <li>Developing a collaborative 'bank' for medical and nursing staff across K&amp;M</li> </ul> </li> </ul>
<b>4.</b> Transformation of our workforce and infrastructure (Section 6 of this plan)	<ul style="list-style-type: none"> <li>Implementing the K&amp;M Workforce Transformation Strategy</li> <li>A step change in digitally enabled care including online guidance to support self-care</li> <li>Creating the infrastructure to enable integrated datasets</li> <li>Implementation of the K&amp;M Shared Care Record</li> <li>Completing and implementing the K&amp;M analytics strategy</li> <li>Delivery of our K&amp;M estates strategy including success in national bidding rounds for funding</li> </ul>
<b>5.</b> A new integrated care system delivery model (Section 7 of this plan)	<ul style="list-style-type: none"> <li>A system commissioner to commission at scale and drive a focus on population health</li> <li>Development of Integrated Care Partnerships to deliver high quality integrated care and tackle local health inequalities</li> <li>Development of Primary Care Networks to create a resilient primary care and expanded community care delivering personalised anticipatory care</li> <li>Development of innovation, research, and quality improvement</li> <li>Expanded joint working between the NHS, local authorities, voluntary sector, and wider partners</li> </ul>
<b>By doing all of this we will achieve for the population:</b> <ul style="list-style-type: none"> <li>Increase in healthy life expectancy</li> <li>Improved wellbeing and resilience</li> <li>Reduced health inequalities</li> </ul>	

## For Discussion

### **Role of the Joint Board and the Wider Partnership in delivering the strategic objectives of the Plan:**

The Strategic Planning framework sets out areas of activity that the Joint Board wider membership will have a direct role in but also areas where the Joint Board would want to advise and encourage the whole system towards- including the development of ICPs and PCN, delivering more care out of hospital and in the community and improving quality and outcomes to lead to narrowing Health Inequalities.

Overarching principles:

- Health in ALL policies
- Promoting self management, self care and citizen activation

The Board are asked to consider the highlighted areas on the next slide to discuss where there is shared space between partners with implications for delivery of Public Health Services, Social Care and Health where the Joint Board can ensure activity is completely aligned to achieve the agreed strategic objectives.

Where the partnership organisations have a role to play and how can that be captured?

How these delivery activities might flow through the system, to ICPs and PCNs and through Partners?

How does the system ensure the plan and associated delivery activities is received and implemented across all partners? (interventions at scale that gain a population outcome)

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Delivery Priorities	<ul style="list-style-type: none"> <li>• Implementing an ICS quality framework and quality priorities</li> <li>• Delivering more care outside of hospital including resilient primary care and community care</li> <li>• Addressing clinical and financial sustainability of acute services</li> <li>• Transforming urgent and emergency care</li> <li>• Transforming outpatients and ensuring timely planned care</li> <li>• Improving services and care outcomes for cancer, MH, maternity and neonatal, children and young people, LD and autism, stroke, CVD, diabetes, respiratory disease, end of life care</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing population health management (PHM) including a K&amp;M outcomes framework informed by this Strategy Delivery Plan</li> <li>• Developing capacity and capabilities for PHM</li> <li>• Embedding prevention throughout the system and in every pathway</li> <li>• Supporting more people to stop smoking and preventing children and young people from ever starting to smoke</li> <li>• Taking a place based approach to tackle obesity</li> <li>• Identifying people at risk of alcohol and substance misuse in the community and supporting them with targeted interventions</li> <li>• Tackling health inequalities at a place based level</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver against financial trajectories for the 5 year period</li> <li>• Achieve success in bidding for targeted funding from national bodies to support the delivery of our plan</li> <li>• Deliver c12m productivity savings in 19/20</li> <li>• Continue to explore opportunities to delivery productivity savings of c£53-90m by 23/24 through areas such as:               <ul style="list-style-type: none"> <li>○ Continued implementation of best practice processes (<i>GIRFT, Right Care, Model hospital</i>)</li> <li>○ Delivering a single pathology service for Kent &amp; Medway</li> <li>○ Developing a collaborative 'bank' for medical and nursing staff across K&amp;M</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Implementing the K&amp;M Workforce Transformation Strategy</li> <li>• A step change in digitally enabled care including online guidance to support self-care</li> <li>• Creating the infrastructure to enable integrated datasets</li> <li>• Implementation of the K&amp;M Shared Care Record</li> <li>• Completing and implementing the K&amp;M analytics strategy</li> <li>• Delivery of our K&amp;M estates strategy including success in national bidding rounds for funding</li> </ul>	<ul style="list-style-type: none"> <li>• A system commissioner to commission at scale and drive a focus on population health</li> <li>• Development of Integrated Care Partnerships to deliver high quality integrated care and tackle local health inequalities</li> <li>• Development of Primary Care Networks to create a resilient primary care and expanded community care delivering personalised anticipatory care</li> <li>• Development of innovation, research, and quality improvement</li> <li>• Expanded joint working between the NHS, local authorities, voluntary sector, and wider partners</li> </ul>	
		<b>By doing all of this we will achieve for the population:</b> <ul style="list-style-type: none"> <li>• Increase in healthy life expectancy</li> <li>• Improved wellbeing and resilience</li> <li>• Reduced health inequalities</li> </ul>				

## Our priorities for the population of Kent and Medway by 2023/24

By delivering the priorities across our five strategic objectives, we will deliver improved outcomes and benefits for the population. The below is a set of priorities for the population that have been identified through the development of this plan. This will be supplemented with a K&M Population Health Outcomes Framework to be developed in early 2020. *Please note that the below is not exhaustive and does not cover all of the benefits and outcomes described in this plan – you will find these within individual chapters.*

A good start in life for babies, children and young people	Good health and wellbeing for working age adults	Good health and wellbeing for people who are frail and/or have multiple conditions
<ul style="list-style-type: none"> <li>• Less than 6% of women will smoke during pregnancy</li> <li>• Increased breastfeeding rates by providing more support for more women who choose to breastfeed and through promotion of benefits</li> <li>• Some 2000 women will receive perinatal MH support</li> <li>• Increase vaccination uptake</li> <li>• Around 16,000 children and young people accessing mental health services</li> <li>• Reduced gap in rates of obesity for reception year children between the most and least deprived areas</li> <li>• Reduced waiting times for children and their families for autism spectrum disorder assessments</li> <li>• Children with complex needs will be supported by a community based multi-disciplinary team</li> </ul>	<ul style="list-style-type: none"> <li>• Even more people will have received psychological therapies for common MH problems (c60,000)</li> <li>• A reduction in the age incidence of stroke</li> <li>• More people will survive stroke and those who do will have better quality of life and independence</li> <li>• Around 6,500 people will have been supported by the Diabetes Prevention Programme</li> <li>• A lower rate of diabetic complications</li> <li>• A lower rate of premature mortality and disability from CVD</li> <li>• Less than 12% of population will smoke</li> <li>• A reduced gap in obesity levels between the most and least areas</li> <li>• More people will be supported by Alcohol Care Teams</li> </ul>	<ul style="list-style-type: none"> <li>• More people with complex needs (including people with MH conditions and people with complex LD or autism) will have been supported by a multi-disciplinary team, supporting them to stay well</li> <li>• Some 30,000 people will have benefited from a social prescribing referral</li> <li>• At least 30,000 people will have benefited from a care and support plan</li> <li>• Incidence of falls in older people and frail people will reduce</li> <li>• Reducing levels of premature mortality for people with mental health conditions and for people with LD or autism</li> <li>• More people with LD or autism will receive community based care</li> <li>• More people will receive a timely diagnosis for dementia and be guided to the right care and support</li> <li>• Nearly 80% of people with LD and autism will have had a physical health check</li> </ul>
<h3>Across our population</h3>		
<ul style="list-style-type: none"> <li>• c61% of cancers will be diagnosed earlier at stages 1 and 2 leading to more people surviving cancer</li> <li>• 70% to 100% of our general hospitals with a major ED will have liaison psychiatry services in place to support people with a mental health need</li> <li>• Following a successful Mental Health Wellbeing campaign, more people will know their 'five a day' for the mind</li> <li>• More people will report that they feel comfortable discussing mental health and that they have been able to access the right services through a 'no wrong door' approach</li> <li>• Suicide will reduce by 10%</li> <li>• More people will have received urgent care and advice outside of A&amp;E settings</li> <li>• Almost all of our population will have been able to access online consultations</li> <li>• Carers will report they feel better supported by a range of different resources</li> </ul>		