

Appendix D – System Architecture and Glossary

Glossary: Explaining the Health and Care System in Kent and Medway

Acute Care		Acute care describes emergency services and general medical and surgical treatment for acute disorders rather than long-term residential care for chronic illness.
Adult Social Care	ASC	Adult social care in England – the provision of support and personal care (as opposed to treatment) to meet needs arising from illness, disability, or old age – is either paid for publicly or privately, or provided voluntarily, typically by family and friends. Local authorities have a legal duty to fund care for those who pass centrally set needs and means tests. Local authorities commission care services for any adults who meet the requirement of the tests. These services are often delivered by the private and charitable sectors, though some local authorities also provide care services directly themselves. Though adult social care is delivered and mainly funded locally, decisions by central government strongly shape how much money local authorities have to do this – as well as what they are obliged to spend it on. This makes adult social care a national as well as a local responsibility (institute for Government).
Anchor Institutions		The term anchor institutions refer to large, typically non-profit, public-sector organisations whose long-term sustainability is tied to the wellbeing of the populations they serve. Anchors get their name because they are unlikely to relocate, given their connection to the local population, and have a significant influence on the health and wellbeing of communities.
Better Care Fund	BCF	The NHS and local government are required by government to create a local single pooled budget to incentivise closer working around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services for the benefit of the people, communities and health and care systems.
Care Pathway		Structured multidisciplinary care plans which outline key steps in the care of patients with a specific clinical problem.

Care Quality Commission	CQC	The Care Quality Commission monitors, inspects and regulates health and social care services. They then publish their findings, including ratings, to help people choose care.
Children's Social Care	CSC	Children's Social Care services support children with the greatest need. In general, children's social care is delivered through demand-led services that local authorities have a legal duty to provide, such as support for disabled children, protecting children from harm and taking responsibility for 'looked-after children', including through foster and residential care placements (Institute for Government).
Commissioning		The process by which health and care services are planned, purchased, and monitored. Most NHS services will be commissioned through the ICB and in the future the H&CP, while publicly funded social care and most public health services are commissioned by local authorities. More joint commissioning between NHS and Local authorities is expected where it provides benefits to residents.
Community Care		Services that are delivered in a wide range of settings such as homes, community clinics, community centres and schools. They commonly include adult community nursing, specialist long-term condition nursing, therapy services, preventive services such as sexual health and smoking cessation clinics, and child health services including health visiting and school nursing. These services aim to keep people well, treat and manage diseases and support people to live independently in their own homes.
Dartford and Gravesham NHS Trust	D&G	One of the largest hospital trusts in North Kent, with services at three sites serving a local population of over 500,000 people.
East Kent Hospitals University NHS Foundation Trust	EKHUFT	One of the largest hospital trusts in England, with five hospitals and community clinics serving a local population of around 695,000 people. Also provides some specialist services for a wider population, including renal services in Medway and Maidstone and a cardiac service for all of Kent based at William Harvey Hospital, Ashford.
Health and Care Partnership	H&CP HCP	Place-based partnerships are collaborative arrangements involving the organisations

		<p>responsible for arranging and delivering health and care services in a locality or community.</p> <p>Led by the NHS they can also include local government and providers of health and care services, including the voluntary, community and social enterprise sector, people, and communities.</p> <p>The ICB will arrange, over time, for some of its functions to be delivered at HCP level across Kent and Medway. The ICB will remain accountable for NHS resources deployed at place level.</p> <p>Our area has 4 HCPs.</p> <ul style="list-style-type: none"> • Medway and Swale • Dartford, Gravesham and Swanley • East Kent • West Kent
Health and Care System		<p>The World Health Organisation defines a Health and Care System as a System 'consisting of all organisations, people and actions whose primary intent is to promote, restore or maintain health'. This includes efforts to influence wider determinants of health, as well as more direct health-improving activities.</p>
Health and Wellbeing Board	HWB	<p>Health and Wellbeing Boards are a formal committee of the Local Authority charged with promoting greater integration and partnership between bodies from the NHS, public health and local government. They have a statutory duty to produce a joint strategic needs assessment and a joint local health and wellbeing strategy for their local population.</p>
Health Inequalities		<p>The unfair and unacceptable differences in people's health that arise because of where we are born, grow, live, work and age.</p>
Integrated Care		<p>Integrated care is an approach to delivering services which focuses on taking a joined-up, co-ordinated and personalised approach to meeting people's health, care, and support needs. There are different types of integration, including between primary and specialist care, physical and mental health services, and health and social care. This aim is currently being pursued through the development of integrated care systems (ICSs), Integrated Care Partnerships (ICPs) and Primary Care Networks (PCNs).</p>
Integrated Care	ICB	<p>Integrated Care Board (ICBs) is the statutory</p>

Board		<p>organisation that leads the NHS.</p> <p>The Integrated Care Board is responsible for the day-to-day running of the NHS in Kent and Medway, including planning and buying healthcare services.</p> <p>The Kent and Medway ICB has a board and minimum requirements for board membership are set in legislation, which includes a representative from KCC's Corporate Management Team.</p>
Integrated Care Partnership	ICP	<p>The Integrated Care Partnership provides a forum for NHS leaders and local authorities to come together as equal partners, alongside important stakeholders from across Kent and Medway.</p> <p>Together, the ICP will generate an integrated care strategy to improve health and care outcomes and experiences for the people in Kent and Medway, for which all partners will be accountable.</p>
Integrated Care Strategy		<p>Systems are required to develop an integrated care strategy to address the broad health and social care needs of the population within the area, including determinants of health such as employment, environment, and housing issues.</p>
Integrated Care System	ICS	<p>ICSs are partnerships that bring together providers and commissioners of NHS services, across a geographical area with local authorities and other local partners, to collectively plan and integrate care to meet the needs of their population. ICSs typically cover a population of 1–3 million people. Key functions at the system level include setting and leading overall strategy, managing collective resources and performance, identifying, and sharing best practice to reduce unwarranted variations in care, and leading changes that benefit from working at a larger scale such as digital, estates and workforce transformation.</p>
Integrated Neighbourhood Team	INT	<p>Within each 'place' there are several neighbourhoods, which cover a smaller population size of roughly 30,000 to 50,000 people. They often focus on integrating primary, community and social care through multidisciplinary teams and joint working arrangements. Neighbourhoods are therefore key to the NHS's commitment to deliver more care as close to home as possible.</p>
Joint Local	JLHWBS	(Pre-July 2022 was known as the Joint Health and

Health and Wellbeing Strategy		Wellbeing Strategy). The Health and Social Care Act 2012 places a duty on Health and Wellbeing Boards to produce a JLHWBS for their local area. JLHWBSs are strategies for meeting the needs identified in JSNAs. They should explain what priorities the Health and Wellbeing Board has set in order to tackle the identified needs. JLHWBSs should translate JSNA findings into clear outcomes the board wants to achieve, which will inform local commissioning.
Joint Strategic Needs Assessment	JSNA	This is a process by which local authorities and partner organisations assess the current and future health, care and wellbeing needs of the local community to inform local decision-making. JSNAs usually contain information about the health and wellbeing status of the local population, identify inequalities and illustrate trends. They may also outline local community views and highlight suggested areas for focus for collective action to improve the lives of people locally. Health and Wellbeing Boards and clinical commissioning groups are under a statutory duty to produce a JSNA.
Kent and Medway NHS Partnership and Social Care Trust	KMPT	Provides Secondary Mental Health services across Kent and Medway- both within the community and inpatient settings.
Kent Community Health NHS Foundation Trust	KCHFT	Provides wide-ranging NHS care for people in the community, in a range of settings including people's own homes, nursing homes, health clinics, community hospitals, minor injury units, a walk-in centre and in mobile units.
Maidstone and Tunbridge Wells NHS Trust	MTW	Maidstone and Tunbridge Wells NHS Trust provides a full range of general hospital services, and some areas of specialist complex care to around 560,000 people living in the south of West Kent and the north of East Sussex. The Trust provides specialist cancer services to around 1.8 million people across Kent, Hastings, and Rother, via the Kent Oncology Centre at Maidstone Hospital, and at Kent and Canterbury Hospital in Canterbury. The Trust also provides outpatient clinics across a wide range of locations in Kent and East Sussex.

Model of Care		This broadly defines the way health and care services are organised and delivered.
Multi-Disciplinary Teams	MDT	The term 'multi-disciplinary' refers to an approach which creates a single team from a range of different disciplines or fields of expertise. A multi-disciplinary approach can tackle complex situations or problems by using the combined skills of different disciplines to develop all-inclusive solutions.
NHS England	NHSE	NHSE is a body in England, responsible for overseeing the NHS' foundation trusts and NHS trusts, as well as independent providers that provide NHS-funded care. It is responsible for providing national direction on service improvement and transformation, governance and accountability, standards of best practice, and quality of data and information.
Population Health		Population health is an approach aimed at improving the health of an entire population. It is about improving the physical and mental health outcomes and wellbeing of people within and across a defined local, regional, or national population, while reducing health inequalities. It includes action to reduce the occurrence of ill health, action to deliver appropriate health and care services and action on the wider determinants of health. It requires health and care services to work with communities and partner agencies.
Population Health Management	PHM	Population Health Management refers to the ways of bringing together health-related data to identify groups of patients or specific population groups at risk of ill health that health services may then prioritise. For example, data may be used to identify groups of people who are frequent users of accident and emergency departments. This way of using data is also sometimes called population segmentation
Primary Care		Primary care is the first point of contact for healthcare for most people. It is mainly provided by GPs (general practitioners), but community pharmacists, opticians, dentists, and other community services are also primary healthcare providers.
Primary Care Network	PCN	A PCN brings together a group of local GP practices with other primary and community care organisations

		<p>to join up health and care services at neighbourhood level. They were established in July 2020 to help stabilise general practice by using economies of scale, overcome barriers between primary and community services, and develop population health approach.</p> <p>There are 42 PCNs in Kent and Medway</p>
Provider Collaboratives	PC	<p>Alliances of NHS providers that work together to deliver care by agreeing to collaborate rather than compete with each other. These providers include hospitals, community services, mental health services and GPs. Social care and independent and third sector providers may also be involved.</p>
Public Health	PH	<p>Public Health acts as a strategic service within the council. It actively shapes strategies, provides data and intelligence to tackle the causes of ill health and reduce health inequalities and provides health protection, which involves safeguarding individuals and communities from health threats.</p>
Secondary Care		<p>This means being taken care of by someone who has particular expertise in whatever problem a patient is having. It is where most people go when they have a health problem that can't be dealt with in primary care because it needs more specialised knowledge, skill, or equipment than the GP has. It's often provided in a hospital via a specialist following referral from a GP.</p>
Voluntary, Community, and Social Enterprise Sector	VCSE	<p>There are thousands of voluntary sector organisations working across Kent and Medway. These are valued members of the partnership with a shared ambition to be an equal partner within the Integrated Care Partnership and Health and Care Partnerships.</p>
Wider Determinants of Health		<p>The diverse range of social, economic, and environmental factors which influence people's mental and physical health. These include employment, housing, crime, education, air quality, access to green spaces and access to health and care services, among other things.</p>

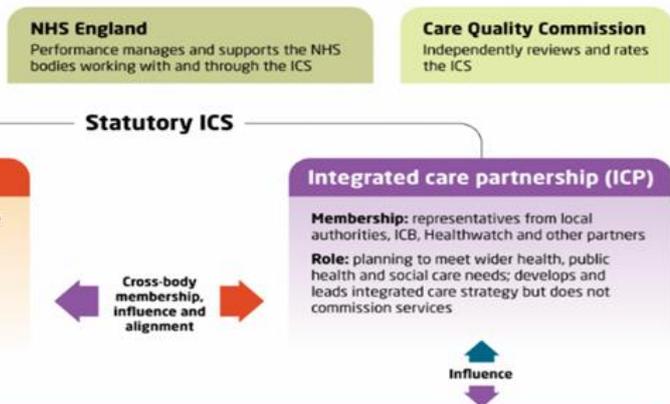
Acronyms

ASCH	Adult Social Care and Health
CYP	Children and Young People
DGS	Dartford and Gravesham NHS Trust
DHSC	Department of Health and Social Care
EKHUFT	East Kent Hospitals University NHS Foundation Trust
H&CP	Health and Care Partnership
HSC	Health and Social Care
HWB	Health and Wellbeing Board
ICB	Integrated Care Board
ICP	Integrated Care Partnership
ICS	Integrated Care System
INT	Integrated Neighbourhood Team
JLHWBS	Joint Local Health and Wellbeing Strategy
JSNA	Joint Strategic Needs Assessment
KCC	Kent County Council
KCHFT	Kent Community Health NHS Foundation Trust
KMPT	Kent and Medway NHS Partnership and Social Care Trust
LGA	Local Government Association
MTW	Maidstone and Tunbridge Wells NHS Trust
MUA	Medway Unitary Authority
PC	Provider Collaborative
PCN	Primary Care Network
PH	Public Health
TOR	Terms of Reference

System Architecture

Integrated care systems (ICSs)

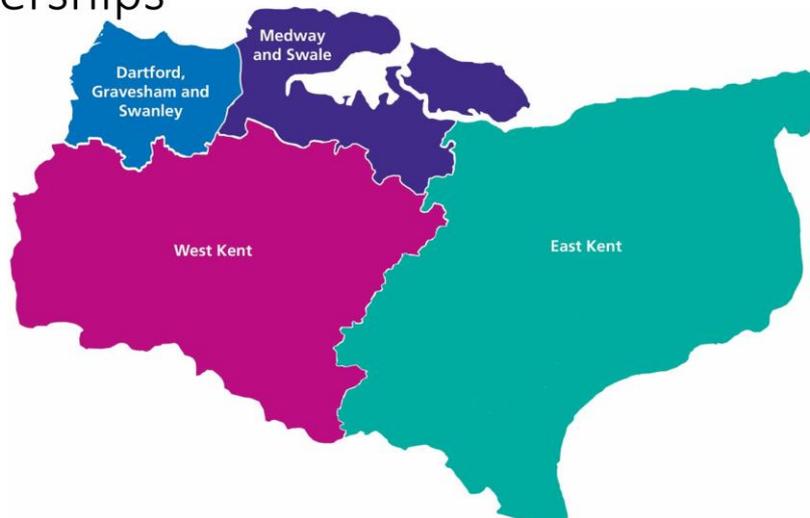
Key planning and partnership bodies from July 2022



Geographical footprint	Partnership and delivery structures	
	Name	Participating organisations
System Usually covers a population of 1-2 million	Provider collaboratives	NHS trusts (including acute, specialist and mental health) and as appropriate voluntary, community and social enterprise (VCSE) organisations and the independent sector; can also operate at place level
Place Usually covers a population of 250-500,000	Health and wellbeing boards	ICS, Healthwatch, local authorities, and wider membership as appropriate; can also operate at system level
	Place-based partnerships	Can include ICB members, local authorities, VCSE organisations, NHS trusts (including acute, mental health and community services), Healthwatch and primary care
Neighbourhood Usually covers a population of 30-50,000	Primary care networks	General practice, community pharmacy, dentistry, opticians

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Kent and Medway: Four Health and Care Partnerships



Kent and Medway's Primary Care Networks

Medway and Swale ICP

Gillingham South

- Giebe Family Practice
- Malvern Road
- Napier Road
- Pump Lane
- Railside Surgery
- Railway Street
- Upper Canterbury Street

Medway Central

- Balmoral Mailing (Red)
- Brompton Medical Practice
- Bryant Street
- Kings Family Practice
- St Mary's Island
- The Halfway Surgery
- Coverage for patients registered at Hoo Branch DMC

Medway Peninsula

- High Parks Medical Practice
- Hoo St Werburgh
- The Elm

Medway Rainham

- Church View Practice
- Eastcourt Lane
- Long Catlin Road Surgery
- Maidstone Road
- Matrix Medical Practice

- Malling Health, Parkwood Health Centre
- Orchard Family Practice
- Parkwood Family Practice
- Thames Avenue Surgery
- Waltham Road
- Wignmore Medical Practice

Medway South

- Churchill Clinic
- King George Road
- Maidstone Road
- Princes Park Medical Centre
- Reach
- Stonecross and West Drive Surgeries
- Wayfield Road Surgery

Rochester

- Borstal Village Surgery
- Cattle Medical Practice
- City Way
- Thorncliffe Health Care Centre

Sheppey

- St George's Medical Centre
- Minster Medical Centre
- Sheerness Health Centre (Dr Chandran)
- Sheerness Health Centre (Dr Pate)

- Sheerness Health Centre (Dr Witts)
- Orchard Family Practice
- Sheppey NHS Healthcare Centre
- Sheppey NHS Healthcare Centre (DMC)
- The OM Medical Centre

Sittingbourne East

- The Chestnuts
- London Road Surgery
- The Memorial Medical Centre
- The Surgery, Teynham

Sittingbourne West

- Grovehurst Surgery
- Inade Health Centre
- Lakeside Medical Centre
- Milton Regis Surgery
- The Meads Medical Practice

Strood

- Apex Medical Centre
- Court View Surgery
- Sun Lane
- Riverside Medical Practice
- Interim coverage of registered list for St Mary's Medical Centre
- Coverage for patients registered at Marlows Park Medical Centre

West Kent ICP

ABC

- Aylesford Medical Centre
- Blackthorn Medical Centre
- College Practice

Maidstone Central

- Bower Mount Medical Practice
- Brewer Street Surgery
- Northumberland Court
- Vine Medical Centre

South Maidstone

- Albion Place Medical Practice
- Greensand Health Centre
- Mote Medical Practice
- Wallis Avenue Surgery

Malling

- Phoenix Medical Practice
- Snodland Medical Practice
- Thornhills Medical Practice
- Wateringbury Surgery
- West Malling Group Practice

Sevenoaks

- Alnham Medical Practice
- Borough Green Medical Practice
- Edenbridge Medical Practice
- Otford Medical Practice
- St John's Medical Practice
- South Park Medical Centre
- Town Medical Centre
- Westerham Practice

The Ridge

- Bearsted Medical Practice
- Headcorn Surgery
- Leth Valley Practice
- Orchard Surgery, Langley
- Sutton Valence Surgery

Tonbridge

- Hadlow Medical Centre
- Hildenborough Medical Group
- Tonbridge Medical Group
- Wardens Medical Centre
- Woodlands Health Centre

Tunbridge Wells

- Abbey Court Medical Centre
- Clanciarde Medical Centre
- Grosvenor and St James Medical Centre
- Kingswood Surgery
- Lonsdale Medical Centre
- Ruxhall Medical Centre
- St Andrews Medical Centre
- Spillshant and Giggswood Medical Practice
- Waterfield House Practice

Weald

- Crane Practice
- Howell Surgery
- Lamberhurst Surgery
- Marden Medical Centre
- North Ridge Medical Practice
- Yalding Surgery
- Old Parsonage Surgery
- Old School Surgery
- Orchard End Surgery
- Staplehurst Health Centre



East Kent ICP

Ashford Rural

- Charing Surgery
- Hamstreet Surgery
- Ivy Court Surgery
- Woodchurch Surgery

Ashford Stour

- Ashford Medical Partnership
- Hollington Surgery
- Kingsnorth Medical Practice
- New Hayesbank Surgery
- Sellindge Surgery
- Spylsham House Medical Practice
- Wye Surgery

Canterbury North

- Canterbury Health Centre
- Northgate Medical Practice
- Old School Surgery
- Sturry Surgery

Canterbury South

- Canterbury Medical Practice
- New Dover Road
- University Medical Practice

Faversham

- Faversham Medical Practice
- Newton Place Surgery

Herne Bay

- The Heron Medical Practice
- The Park Surgery

Whitstable

- Whitstable Medical Practice

Coastal and Rural East (CARE) Kent

- Ash Surgery
- Birchington Surgery
- Broadstairs Medical Practice
- Minster Surgery
- St Peter's Surgery
- Westgate Surgery

Deal and Sandwich

- Balmoral Surgery
- Cedars Surgery
- Manor Road Surgery
- St Richard's Road Surgery
- Sandwich Medical Practice

Dover

- Buckland Medical Centre
- High Street Surgery
- Pencester Surgery
- Peter Street Surgery
- St James Surgery

Hythe, Lyminge, Cheriton and Hawkinge

- Central Surgery
- Hawkinge and Elham
- New Lyminge Surgery
- Oaklands Health Centre
- Park Farm Surgery
- Sun Lane Surgery
- The Surgery
- The White House Surgery

Margate

- Bethesda Medical Centre
- Mocketts Wood Surgery
- Northdown Surgery
- The Limes Medical Centre

Ramsgate

- Dashwood Surgery
- East Cliff Practice
- Newington Road Surgery
- Summerhill Surgery
- The Grange Practice

The Marsh

- Church Lane Surgery
- Martello Health Centre
- Oak Hall Surgery
- Orchard House Surgery

Total Health Excellence East

- Aylesham Medical Practice
- Lydden Surgery
- New Surgery
- White Cliffs Medical Centre

Total Health Excellence West

- Guildhall Street
- Manor Clinic
- Sandgate Road Surgery

Dartford, Gravesham and Swanley ICP

Dartford Central

- Honnans Place Surgery
- Redwood Practice
- Temple Hill Surgery
- Coverage of registered patients at Eildene Surgery

Dartford MODEL

- Dr Shimmins and partners
- Lowfield Medical Centre
- Maple Practice
- The Orchard Practice

Garden City

- Downs Way Medical Practice
- Pilgrims Way Surgery
- Swanscombe Health Centre

Gravesend Alliance

- Gateway
- The Forge
- Oakfield Health Centre
- The Shrubbery and Riverview Park
- White Horse

Gravesend Central

- Chalk Surgery
- Gravesend Medical Centre
- Parrock Street Surgery
- Pelham Medical Practice
- Rochester Road Surgery

LMN Care

- Jubilee Medical Group
- Meopham Medical Centre

Swanley and Rural

- Branside Surgery, Farmingham
- Devon Road Surgery
- Hextable Surgery
- The Cedars Surgery
- The Oaks Partnership