Our Organisational Strategy
2019-2021

www.ekhuft.nhs.uk
One of the largest NHS Trusts in England

5 hospital sites
plus several community sites across east Kent

Over 200,000 A&E attendances;
95,000 inpatients; 74,000 day cases and 810,000 outpatient attendances per year

Serves a local population of almost 700,000
plus a wider population for some specialist services (i.e. renal and PPCI) of
over 1 million people

Employs 8,000 staff

£613 million
Spend per year
Foreword

East Kent Hospitals is one of the largest acute trusts in England and one of the biggest employers in the south east. We are an integral part of the wider health and social care community that includes primary, community, mental health and social care to the people of East Kent. The best health and welfare for populations is delivered by integrated care services, as outlined in the new NHS long-term plan. We will work in close partnership to significantly improve the health and wellbeing of our population.

We cannot continue to deliver care as we have in the past. Too many patients come to our hospitals when they could be better cared for at home or in the community and far too many remain with us when they are well enough to go home. Patients want greater control over their health, and to be treated nearer their homes where it is possible. We need to decide what can only be done in hospitals, and where care is best provided elsewhere or in partnership, we need to play our part in facilitating that care.

This strategy document outlines our vision for the hospital Trust we need to become. Our vision is to be a leading regional centre for acute healthcare services. We are currently the third largest provider of urgent and emergency care in the country. We are already part of the best trauma network in the country, with our hospitals having outstanding patient outcomes. We provide emergency care for all heart patients in Kent and Medway, treating over 650 patients per year with outstanding results. In addition, we deliver specialist services in renal medicine, cardiology, orthopaedics and robotic urological surgery, and head and neck surgery in which we are nationally-recognised training centres. We are also planning a hyper-acute stroke service for East Kent and plan to provide stroke thrombectomy for Kent and Medway.

We will provide the strong start to life advocated in the NHS Plan through our improved services to pregnant women and are committed to maintaining improvements in children’s services. Working with our partners we will also open the leading edge dementia village Harmonia. We will develop an innovative workforce strategy maximising competencies and skills, enabled by digital advances, remote monitoring and artificial intelligence. We will also return to financial balance with a 3-5 year strategic financial programme giving us a sustainable organisation supporting modern healthcare for future generations.

While we have extremely dedicated and caring staff and some excellent services, we know there is much to be done until we can consistently provide the standard of care that we want for our communities. This strategy, which we have developed based on feedback from our staff and the public, will provide the vision and values for us to achieve that goal.

Chair, Professor Stephen Smith

Chief Executive, Susan Acott
Our journey so far

East Kent Hospitals achieved University Hospital status in 2007 and became a foundation trust in 2009. Developments in services such as kidney care, earned the Trust a nationally-recognised reputation for delivering a number of high quality specialist services. Yet the Trust has been through a challenging period in its history, being placed into quality special measures in 2014 and financial special measures in 2017.

A set of “we care” values for the Trust was developed by staff and patients in 2014 which included focus groups and discussions about what it feels like to be “in my shoes.” Throughout 2015/16, a year-long staff engagement programme resulted in respecting each other being added as a fourth value, and a framework of behaviours developed, which now underpin performance appraisals and recruitment. In April 2016 our Vision of “Great Healthcare from Great People” was launched and the Trust developed strategic priorities based on four themes: People, Patients, Partnerships and Provision.

CQC inspections in 2015, 2016, 2017 and 2018 highlighted areas where the Trust needed to make progress, most recently in an inspection of children’s inpatient services, but also found areas of significant improvement and a number of areas of outstanding practice and innovation, for example, in maternity services, our use of technology, matron-led service changes and the launch of quality improvement “hubs”, led by front-line staff on each site. The dedication and caring nature of the Trust’s staff and areas of improved culture and leadership were also highlighted. The social movement by staff to show “we care”, demonstrated the values and improved patient care which resulted in the Trust being removed from quality special measures in March 2017.

In 2017 to focus more directly on some key aims we launched six “transformation priorities”. They aim to lead us to a Good and then Outstanding CQC rating; to drive performance, particularly in the key access standards; to improve our finances; make the Trust a great place to work; deliver a more sustainable future for our services across east Kent and develop our staff and teams. In 2019 we adopted these as our organisational objectives.

Getting to good
Higher standards for patients
A great place to work
Delivering our future
Right skills right time right place
Healthy finances

There is more work to do to embed improvements and manage pressure on the Trust’s services. We can only do this by supporting our staff to make improvements and by working with our partners to continue our journey of improvement.
Our Improvement Journey 2015-2018

October 2017
Two new MRI scanners unveiled at K&C

October 2017
Maternity Bereavement Suite opens at QEQM

April 2016
New Trust vision and strategic priorities launched

May 2016
Sepsis collaborative delivers significant improvements in screening and antibiotics

July 2015
CQC finds significant improvements

2014: £7.7million state-of-the-art endoscopy centre opened at WHH

February 2016
SAFER discharge launched to improve patient flow

March 2017
First telemedicine appointment held

March 2017
SAFER patient flow bundle introduced

October 2015
CQC upgrades Trust’s rating to requires improvement

2017 saw 2,287 participants and 118 medical research trials carried out.

2017 programme to develop Advanced Clinical Practitioners in Acute Care launched

January 2018
Compassion project launched

February 2018
Successful CQC ED deep dive

June 2017
SAFER patient flow bundle introduced

May 2017
New chemotherapy unit opens at WHH

March 2017
Trust exits quality special measures

March 2017
Medical school announced for Kent and Medway

June 2015
New Buckland Hospital in Dover opens

May 2017
SAFER discharge launched to improve patient flow

February 2018
Successful CQC ED deep dive

August 2018
Trust staff feature in national nurse recruitment campaign

March 2018
850 private sector staff join our NHS-owned subsidiary

October 2018
New Chair and Chief Executive

February 2018
BESST launched

June 2018
New Buckland Hospital in Dover opens

September 2018
New care groups result in clinically-led Trust

Sepsis collaborative delivers significant improvements in screening and antibiotics

March 2018
Medical school announced for Kent and Medway

2016 Kent and Canterbury Hospital chosen as centre of expertise in robotic surgery

September 2018
Funding approved for Dementia Village in Dover

We care
Developing our 2019-2021 strategy

Our strategy responds to feedback from both patients and staff, gathered through patient and staff surveys, feedback from our governors and members and in addition, extensive engagement with the public carried out as we have developed our long-term clinical strategy.

For patients, our hospitals don’t always provide the great care that we want for all our patients, all of the time. Patients sometimes wait too long to be seen in an emergency, their planned operation is cancelled, they come to hospital for treatment or advice that could be provided closer to home or at home, and they stay longer in hospital than they need to due to a shortage of appropriate services closer to home. The quality of care can also vary depending on where and at what time you are seen.

Our staff want the Trust to be a great place to work, where they feel they are able to make a difference, provide consistently good quality patient care, where there are sufficient permanent staff on every shift and where they have opportunities to develop in their roles. Everyone wants to work and be treated in an environment where people feel cared for, safe and respected.

This strategy builds on the vision and values that our patients and staff shared with us. To develop the strategy, the Executive Team held a strategy planning event in October 2018 at the Kent County Cricket ground. The event was attended by nearly 100 representatives from the Trust’s newly formed Clinical Care Groups, developed to make the Trust clinically-led and managerially enabled. The group discussed the Kent and Medway Sustainability and Transformation Partnership (STP) and east Kent’s role and the direction of the new NHS long-term plan, to understand the impact and opportunities these may have on our future.

The Clinical Care Groups discussed their services, operational pressures and priorities for development over the next three to five years, until the STP’s longer-term vision for healthcare in east Kent is reached. They also discussed new ways of working, including the use of new and emerging technologies and integrated working. The event informed Executive level discussions about the key themes and priorities for the next three years and further discussions with the Board of Directors.

The Trust’s Council of Governors considered and fed into the development of the strategy in a workshop in February 2019. The draft strategic objectives and milestones were shared and tested with staff in February and March 2019, so that care group, service, team and individual objectives could support their delivery.

We have created a “golden thread” between the Trust’s strategic objectives and the role of individual members of staff so that everyone is working towards common goals.
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Section One: Our strategic context

This section will:

- Give an overview of the Trust and the services we provide
- Set out the needs of the populations we serve
- Highlight our strategic partnerships and their importance
- Identify the internal drivers, external changes and the national policy context for our strategy.
About East Kent Hospitals

East Kent Hospitals was formed in 1999 when three hospital trusts covering Thanet, Canterbury, Ashford, Swale, Shepway and Dover merged. A major reconfiguration of hospital services followed and we now have five hospitals, the William Harvey in Ashford, the Queen Elizabeth The Queen Mother in Margate, Buckland Hospital in Dover, Royal Victoria in Folkestone and Kent & Canterbury in Canterbury.

We serve a population of 695,000 people in east Kent and over a million through our regional services, and employ around 8,000 staff. We also provide health services from other NHS facilities across east Kent and renal services in Medway and Maidstone.

We have more than 1,000 beds over three hospital sites, providing 28 critical care beds, and other specialist wards for maternity, paediatrics and neonatal intensive care. We provide a range of core and specialist healthcare services. The Trust receives more than 250,000 emergency attendances, around 95,000 inpatient spells and 810,000 outpatient attendances per year. We carry out more than 240,000 tests and scans and have around 7,000 births a year.

As a teaching Trust, we play a vital role in the education and training of doctors, nurses and other healthcare professionals, and were delighted with the announcement in 2018 of a new Kent and Medway Medical School. We will continue to work with our long-term partner, King’s College University in London. Our Trust has been ranked first in Kent for clinical research studies, and we consistently recruit high numbers of patients into research trials.

We are proud of our national reputation for delivering high quality specialist care, particularly in urology, kidney disease and head and neck surgery.
Our hospitals and the services we provide

**Buckland Hospital** provides a range of local outpatient services. Its facilities include a minor injuries walk-in centre, outpatient facilities, renal satellite services, day hospital services, child health and child development services and diagnostic facilities.

**Kent & Canterbury Hospital** (K&CH) provides a range of surgical and medical services. It is a central base for many specialist services in east Kent such as renal, vascular, interventional radiology, urology, dermatology, neurology and haemophilia services. It also provides a 24/7 minor injuries unit. Kent & Canterbury Hospital has a postgraduate teaching centre and staff accommodation.

**Queen Elizabeth The Queen Mother Hospital, Margate** (QEQMH) provides a range of emergency and elective services and comprehensive trauma, orthopaedic, obstetrics, general surgery and paediatric services. It has a specialist centre for gynaecological cancer and modern operating theatres, Intensive Therapy Unit (ITU) facilities, children’s inpatient and outpatient facilities, a Cardiac Catheter Laboratory, a Renal satellite service and Cancer Unit. QEQM has a postgraduate teaching centre and staff accommodation. On site there are also co-located adult and elderly mental health facilities run by the Kent & Medway NHS and Social Care Partnership Trust.

**The Royal Victoria Hospital**, Folkestone provides a range of local services including a minor injuries unit with a walk-in centre (both operated by the local Clinical Commissioning Group), a thriving outpatients department, the Derry Unit (which offers specialist gynaecological and urological outpatient procedures), diagnostic services, and mental health services provided by the Kent and Medway NHS & Social Care Partnership Trust.

**The William Harvey Hospital** (WHH), Ashford provides a range of emergency and elective services as well as comprehensive maternity, trauma, orthopaedic, paediatric and neonatal intensive care services. The hospital has a Renal satellite service, a specialist cardiology unit undertaking angiography, angioplasty, a state of the art pathology analytical robotics laboratory that reports all east Kent’s General Practitioner (GP) activity and a robotic pharmacy facility. A single Head and Neck Unit for east Kent includes centralised maxillofacial services with all specialist head and neck cancer surgery co-located on the site. WHH has a postgraduate teaching centre and staff accommodation.
Specialist services across Kent and Medway

East Kent Hospitals already provides a range of specialist services to the wider population of Kent and Medway. The Trust wishes to maintain and build on this specialist provision for the population of east Kent and Kent and Medway, based on the national evidence base, clinical senate recommendations and best practice.

Bringing together this body of evidence, the Trust has identified that in any hospital configuration for the future, it wishes to offer from one of its sites a Major Emergency Centre (MEC), that provides a range of specialist services which improve the quality and effectiveness of care when provided together. Figure 1 below describes the main components of this model:

| Major Emergency Centre with Specialist Services | Larger units, capable of assessing and initiating treatment for all patients and providing a range of specialist hyper-acute services. Serving population of ~ 1-1.5m | Emergency cardiac services; hyper acute stroke services; inpatient arterial vascular services; specialist inpatient head and neck cancer services; gynae-oncology services; regional renal services; specialist urology services; Trauma unit; and Level 3 ICU. Moving towards 24x7 consultant delivered A&E; emergency surgery; acute medicine; inpatient paediatrics; full consultant-led obstetrics; and level 3 NICU. |

Our Primary Percutaneous Coronary Intervention (PPCI) service, providing the gold standard emergency treatment for certain types of heart attacks, serves the whole of Kent and Medway, a population of 1.7m people, and has treated more than 5,000 patients. East Kent Hospitals also provides urgent head and neck surgery and oncology and inpatient renal services to a population of around 1m people in the county.

It is the Trust’s aim to reconfigure its hyper acute stroke services; specialist head and neck services; gynae-oncology services; regional renal services; specialist urology services; Trauma unit and level 3 Neonatal Intensive Care Unit (NICU) on to a single site. We also want to bring inpatient arterial vascular services to a single site for over 1m population of Kent and Medway.

These proposals form part of the wider Kent and Medway Sustainability and Transformation Partnership proposals described elsewhere in this document.
Providing services in the community

We provide a number of services in the local community, including in people’s own homes. This includes home births, home dialysis, community paediatrics, mobile chemotherapy and stoma care.

We are working with Kent Community Health NHS Foundation Trust to provide an integrated east Kent elderly care and frailty service that transcends organisational boundaries. We also provide some of our services to communities outside of east Kent, including some treatments and rehabilitation only previously offered in London.

Examples of services provided in the community include:

Our **Community Child Health Services** are delivered by paediatricians working alongside a multi-disciplinary team that includes, clinical psychologists, clinical nurse specialists and therapists to assess and manage children with a variety of problems which include developmental delay, developmental disorders and complex neurodisability. We also work with other agencies to provide initial health assessments (IHAs) for Looked after Children, medical assessments for Education, Health and Care plans (EHCPs), adoption medicals and safeguarding medicals for children with suspected child abuse. This consultant-led service also has trainees working in the department who may be training to become general practitioners, general paediatricians or specialist community paediatricians.

Our **renal service** has a home therapies team responsible for the peritoneal dialysis service and runs a growing home haemodialysis programme, allowing a full choice of renal replacement therapies tailored to the needs of individual patients. Outreach services are also provided in Ashford, Folkestone, Margate, Maidstone, Medway and Dover together with a nationally-renowned conservative management service for people with end stage chronic kidney disease.

Our **Maternity services** support women’s choice to have a home birth and provide prenatal and antenatal care in the community.

Our **Children and Young People’s Therapy Service** provides a local, community service for children and young people aged 0 - 19 years. The service is mainly provided within community settings including schools, children’s centres, patients’ own homes and our own clinics.
Our People

We are one of the biggest employers in the south east and play an important role in the local economy. We have a high number of staff who work part-time or flexibly, the majority of our staff are female, and we have a higher proportion of ethnically diverse staff than the local population.

Located on a peninsula means that we need a creative and flexible approach to our roles and staffing. For example we created Advanced Clinical Practitioners in Acute Care, with the first cohort beginning their training in 2017. Delivered in partnership with Canterbury Christ Church University and supported by Health Education England Kent, Surrey and Sussex, this innovative role strengthens our acute care teams and provides career progression for senior staff.

We are committed to our staff and recognise the huge pressures that they are working under. In our latest staff survey, staff describe concern about staffing levels, the stretch on our services, and as a result, the quality of care that they can give to our patients and people who use our services.

We are focused on recruiting more substantive staff, cutting the time to recruit from 12 to eight weeks, reducing bureaucracy and establishing a nursing 'pool' for easier deployment of staff to busy areas. We have reviewed patient acuity, staffing levels and the mix of skills and competencies on our wards.

We are improving communication between Board and ward through regular visits to the hospitals by non-executive directors, executives and governors, monthly face-to-face "team talks" between the chief executive and managers, matrons and clinical leads. We have introduced real clinical leadership and are striving to provide training and increased skills acquisition for all staff, clinical and non-clinical.

In 2018 we worked with Listening into Action and carried out a “pulse check” survey to get more detailed information about what staff wanted. The first 10 teams to deliver programmes of change in their areas launched their projects in late 2018 and went on to hold “crowd-fixing” events in early 2019, followed by “pass it on” events to share learning.

In addition, in response to feedback, a trust-wide programme of improvements began on staff rooms and changing rooms, a project to provide fans and air conditioning units and environmentally-friendly cool water fountains.
Our population and its health needs

East Kent has a population of 695,000 which is estimated to grow by 21,000 people by 2020. In comparison to England, east Kent has a similar proportion of 0-19 year olds, fewer 20-49 year olds, more 50-69 year olds and more older people particularly over 70.

The highest population increases in east Kent will be among residents over 65, and specifically over 85. The projected growth in the over 70s in east Kent is around 20% over the next 5 years, higher than the national growth of around 17%.

We have a growing number of people living with long-term conditions like diabetes, lung disease and heart disease and 1 in 4 east Kent residents are affected by a mental health problem. The populations covered by Thanet and South Kent Coast Clinical Commissioning Groups (CCGs) both have higher prevalence of the eight commonest long-term conditions than the England average and Thanet has the fifth highest incidence of alcohol-related disease in the country.

Deprivation shows a wide range of variation with more of the population classified as deprived in east Kent than the rest of Kent. Almost two thirds of the Kent population with the highest rates of premature deaths live in East Kent. Some of the electoral wards of Thanet are amongst the most deprived in England with 21% of Thanet’s population living in the bottom 10% of the most deprived nationally. However, east Kent also has other deprived areas in Dover, Folkestone and Romney Marsh.

Women living in the poorest areas of east Kent could die as much as 20 years earlier than women in the most well-off areas. Men could die 12 years earlier.

In our poorest communities 25% more people die from heart disease before the age of 75 than in the wealthiest areas. For cancer it’s 20% more and 50% more for lung disease.

The percentage of teenage mothers is higher in east Kent than the rest of Kent, particularly in Thanet and South Coast Kent CCGs. There are also higher rates of smoking during pregnancy and lower rates of breast feeding in these areas.

Currently infant mortality is generally higher than the Kent rate and Thanet has the highest rate. Thanet and South Coast Kent CCGs also have higher child poverty and childhood obesity.
Our strategic partnerships

This section will:

- Highlight how we work with our key strategic partners
- Outline the development of integrated care systems and partnerships
- Demonstrate how we work with our Charity and each of the hospital based League of Friends, to improve the health of local people;
- Explain how we are developing our relationships with each of our subsidiaries to improve the services they offer and make an enhanced contribution to the Trust and our local communities;
- Describe how our clinicians are integral to the development of Clinical Networks across Kent & Medway;
- Show our ambition to develop further Research & Innovation and make it core to recruitment and retention and service delivery; and
- Illustrate how important links with Universities and Education providers are to us and the potential the new medical school offers.
Strategic partners

Sustainability and Transformation Plans were proposed in the annual NHS planning guidance *Delivering the Forward View: NHS planning guidance 2016/17 – 2020/21* issued in December 2015. The submission by Kent and Medway’s Sustainability and Transformation Partnership (STP) outlined how the region would take forward the triple aim of addressing health inequalities, improving quality and performance against NHS Constitution targets; and addressing financial challenges. More information is available on the Kent and Medway Sustainability and Transformation Partnership (STP) website [www.kentandmedway.nhs.uk](http://www.kentandmedway.nhs.uk).

Work to take forward the aims of the STP involves clinicians, leaders and practitioners from across NHS and local authority organisations in Kent and Medway and is tested and discussed with the programme’s Patient and Public Advisory Group and the STP Programme Board, as part of an on-going programme of engagement.

As well as working with Kent County Council as part of the Sustainability and Transformation Partnership, the Trust attends KCC’s Health Overview and Scrutiny Committee which has oversight of our performance, service development and future plans and works with borough and district council partners and attends their committees.

The delivery of health and social care across Kent & Medway continues to face a number of strategic and operational challenges. In order to continue delivering services that are sustainable and responsive to the needs of the population, we need whole system transformation of how they are commissioned and delivered. Future models need to be financially sustainable, demonstrate operational effectiveness through improved outcomes, deliver safe, high quality care and be responsive to the health and care needs of the population.

To do this the NHS long-term plan has further strengthened the need for integration and integrated care models with the expectation that the current Sustainability and Transformation Partnerships transition to Integrated Care Systems by April 2021. In Kent and Medway this will be made up of a single system commissioner for Kent and Medway and four Integrated Care Partnerships.

In March 2018 the eight CCGs in Kent and Medway agreed to establish a single strategic commissioning function for issues where it makes sense to work together and aim to establish a single system commissioner ahead of the April 2021 deadline. This will provide consistency, and reduce duplication and variation in quality and access to care.

East Kent will be one of four Integrated Care Partnerships (ICPs) in Kent and Medway. The partnership will look at how services are provided and the benefits of models of care that more effectively respond to people’s needs, improve outcomes and use workforce, estate and new technology more efficiently.
Kent and Medway Sustainability and Transformation Partnership

A stocktake of hospital services and analysis of patient flows within Kent and Medway, showing there are negligible current and potential activity flows from east Kent to the rest of Kent and Medway, make it possible to consult on service changes in east Kent around urgent care, emergency care and acute medical services and elective orthopaedics alone.

Therefore, two waves of public consultation were proposed in relation to service reconfiguration, although it is recognised that they will be undertaken within a clear strategic framework for all of Kent and Medway.

The consultation to provide Hyper Acute Stroke Units in Kent and Medway was completed in 2018. The remaining east Kent hospital service work has reached the full evaluation phase, as described in this diagram, and will move into the public consultation phase following confirmation of the final options for consultation.

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<td>• Acute stroke services across Kent &amp; Medway</td>
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<td>• Vascular across Kent &amp; Medway (if consultation is required)</td>
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<tr>
<td>• Emergency services in East Kent (ie emergency departments and acute care)</td>
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<td>• Elective orthopaedics in East Kent</td>
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How we work with our charity

There is an ever-increasing demand to improve facilities and provide better care for patients, which, with the limited resources that the Trust has, needs public support.

**East Kent Hospitals Charity** is our NHS charity, its mission is to provide the best possible additional facilities and environment for patients, staff and visitors as well as state-of-the-art equipment. To do this we rely on the kindness and generosity of the many individuals, groups and companies who donate their time and money. The Trust is also generously supported by a number of charitable organisations including the League of Friends at each of our hospitals.

Anyone can donate to East Kent Hospitals Charity General Fund or to the charitable funds of different wards and departments. Thanks to the generous support of our community, East Kent Hospitals Charity has been able to fund vital research, improve our treatment facilities and support staff development, helping us to provide the best healing environment we can within our hospitals. The Trust will continue to work closely with the charity to fund large pieces of equipment that support our ambitions as a leading Trust for Research and Innovation.

East Kent Hospitals Charity was one of the first in the country to lead an appeal focusing on dementia services across the acute hospitals. The care of patients living with dementia can impact on every area of our services and the donated funds are being used to support projects such as interactive computers and reminiscence boxes for use by patients and their carers, families and friends.

Other appeals support the work of the Special Care Baby Unit (SCBU) at the Queen Elizabeth The Queen Mother Hospital in Margate; the Neonatal Intensive Care Unit (NICU) at the William Harvey Hospital and maternity services. Donations will be used to improve facilities in the labour and post-labour wards, bereavement services, as well as funding of extra training and the purchase of additional equipment. The new bereavement rooms are a vital facility that can now provide support at a very difficult time for families.

The five separate Leagues of Friends' or 'Friends' in east Kent support their respective hospital. Each League of Friends is a registered charity that supports the hospital by providing extra equipment and facilities for the benefit of patients and staff, provides a vital service for patients through their shops and often respond generously to requests from the hospital for items such as equipment, furnishings, and even large projects such as refurbishments of rooms.
Subsidiaries

Spencer Private Hospitals provides care in WHH and QEQM Hospitals. It offers over 200 private treatments and surgeries and has built and sustained a reputation for delivering high quality private healthcare services in east Kent. Its vision is to be “…recognised as the private provider of choice in East Kent” and its mission is “to use our expertise in putting clients at the centre of our business to provide quality healthcare services that our users recommend and employees are proud of”. Spencer Private Hospital’s three-year plan is to increase its EBITDA from £0.6m to £2.7m by March 2022. To achieve this level of growth it requires capital investment of circa £2m.

2gether Support Solutions is a new venture for East Kent Hospitals and is a wholly-owned subsidiary providing a range of back office services including soft and hard FM, procurement and EME services. It has a workforce of around 1,120 people and an annual turnover of £75m. Its main focus is to “deliver great support to patients and staff”. In its first three years of operation it is focussed on ensuring that 2gether provides high quality, cost efficient, flexible and patient-centred services enabling East Kent Hospitals to deliver against its organisational, quality and improvement strategies. 2gether has been structured to be a social enterprise that delivers tangible benefits to local communities in east Kent including employment opportunities, increased purchasing from local suppliers and interaction and sponsoring that positively contributes to a vibrant healthy local population.

We are also a shareholder in Beautiful Information, the first NHS/private partnership of its kind, offering real-time information to NHS trusts to help them plan clinical services to meet hourly fluctuations in patient flow. In addition to East Kent Hospitals, it works in partnership with Kent, Surrey and Sussex Academic Health Science Network and Ashford St Peters NHS Foundation Trust. Its vision is to “connect patients, clinicians and managers through beautiful information to make healthcare simple and transparent”. Business intelligence development is supporting research, the Kent and Medway Medical School and providing the intelligence for population health management.
Kent and Medway Clinical Networks

East Kent Hospitals collaborates clinically on a number of clinical networks. These include:

- Diabetes;
- Stroke;
- Maternity;
- Cancer; and
- Mental health and dementia

The diabetes programme aims to support the NHS’ mandate to “engage with 5 million people who are at high risk of diabetes and improve the management and care of people with diabetes”. Adult diabetes across Kent, Surrey & Sussex is 7.3% of the population, an estimated 266,350 people are registered with diabetes and this is expected to rise to 371,487 by 2030. 17% of inpatient beds are occupied by people with diabetes. Diabetes currently accounts for 10% of NHS expenditure. Over the next three years the programme plans to reduce the projected growth in diabetes; support more people to manage their condition and improve treatment and patient care.

The stroke programme covers oversight and clinical leadership of all stroke service reviews across the south east and stroke pathway guidance. Key to this is setting clear stroke standards. The South East Stroke Clinical Advisory Group has recently reviewed the South East Stroke Standards. The South East Stroke Service Specification supports high quality care to patients and achievement of the South East Stroke Standards. Kent and Medway has recently consulted on a stroke service strategy and in line with this, the Trust aims to centralise stroke provision for east Kent at the William Harvey Hospital in Ashford.

The South East Maternity and Perinatal Mental Health Network provides strategic commissioning advice and supports improvement in health outcomes and transformational change in maternity and perinatal mental health across Kent, Surrey and Sussex. Maternity services account for the single largest reason for admission to hospital and the experience families have during both pregnancy and the postnatal period shape the perception they will have about the NHS for all their health needs.

The National Maternity Review report Better Births sets out a compelling view of what maternity services should look like in the future. The vision is clear: we should work together across organisational boundaries in larger place-based systems to provide a service that is kind, professional and safe, offering women informed choice and a better experience by personalising their care. The Network is aligned to this vision and aims to share information, best practice and learning, to benchmark against each other and drive improvement in the quality of services across the region.
The **South East Cancer Clinical Network** is focused on delivering support for the national priority clinical cancer programme, identified within the Five Year Forward View.

It has a key role in supporting local delivery of this transformational programme across the South East. The provision of clinical leadership and advice aligned to this programme remains core to this approach. To deliver this locally it has two main programmes of work:

- Awareness and Earlier Diagnosis (AEDI); and
- Living With and Beyond Cancer (LW&BC)

The delivery of the cancer agenda has moved to the Cancer Alliances of which one is Kent and Medway. The Network’s vision is “the prevention of premature mortality from cancer and to achieve cancer survival rates equitable to the best in Europe”.

The aim of the **South East Mental Health and Dementia Network** is to support the transformation of mental health and dementia services across the South East by 2020/21, in line with the [Five Year Forward View for Mental Health](https://www.england.nhs.uk/wp-content/uploads/2019/02/FYFV-Mental-Health-2019.pdf) and the [Prime Minister’s Challenge on Dementia 2020](https://www.gov.uk/government/publications/prime-ministers-challenge-on-dementia-2020).  

The ambition is to radically improve the experience of care, putting mental health on an equal footing to physical health. NHS England has established a comprehensive [national mental health transformation programme](https://www.england.nhs.uk/mental-health/) which aims to deliver substantial improvements across the entire age range by 2020/21.

It is accompanied by significant additional investment over the five years of the programme, and includes new access and waiting time standards to support delivery. The network provides local support and advice in delivering this transformation to Sustainability and Transformation Partnerships, Clinical Commissioning Groups and providers across Kent, Surrey and Sussex.
Research and Innovation

Research and Innovation (R&I) continues to be an essential component of the work the Trust undertakes. It is an area that is critical to the Trust’s future success and we will invest in developing it further over the next three years.

In 2017/18 a total of 2,297 patients were recruited by East Kent Hospitals researchers into National Institute for Health Research (NIHR) portfolio studies. This represents an increase of nearly 10% on the previous year and is our highest recruitment for three years. The Trust also approved 88 capacity and capability studies, of which 58 were NIHR portfolio studies. Trust researchers published 103 articles in peer-reviewed journals. In 2018 we launched our own short film about research in the Trust, you can watch the video by clicking on this link.

The total income received on behalf of R&I during the last year was £2.69m with income related to commercial/industry study activities remaining at circa £1m. We have a clear ambition to grow this income and make the development of research careers a fundamental element of our recruitment and retention programme.

**Looking to the future**, as a fully research-active organisation, we will adopt a whole-system approach, led by the Board, where ‘doing research’ is embedded in the organisation’s culture at all levels; is seen by every colleague as central to delivering high quality care; and where every patient and employee is offered opportunities and support to participate.

We seek to become a knowledge-rich organisation which uses evidence, information and data to underpin and inform all clinical and non-clinical activities. To achieve this we will support colleagues from all professional backgrounds to develop their research careers, for example, via promotion of the HEKSS funded pre-fellowship ICAP scheme at University of Kent, through PhD by portfolio/publication and joint academic appointments.

We will also foster and grow strategic and operational partnerships with external organisations (other NHS Trusts, local Universities, KMMS, other public sector bodies and local industry) to expand our academic (investigator-led) and commercial research base and finally, we will develop our vision as our unique selling point as a research-active and innovative organisation.
East Kent Hospitals and academic alliances

East Kent Hospitals has a number of academic alliances, with:

- University of Kent;
- Canterbury Christ Church University;
- Greenwich University;
- Kent & Medway Medical School; and
- King’s College London GKT School of Medical Education.

East Kent Hospitals works directly with Canterbury Christ Church University for the provision of nursing, midwifery, advanced clinical practice, nursing associates, operating department practitioners and allied health professional trained staff. In addition the Trust works with Greenwich University around the provision of training for Intensive Treatment Units, Emergency and A&E nursing. At present the Trust receives medical trainees from the King’s College London GKT School of Medical Education.

In future the Kent & Medway Medical School opening in 2020 offers the Trust an enormous opportunity to also work with local Kent Universities to attract and retain medical staff in the future. Kent and Medway Medical School (KMMS) is the first in the region and will help meet the demand of the clinical workforce needed to support the population of Kent and Medway.

KMMS is committed to inspiring future healthcare professionals by raising aspirations, supporting young people’s choices and encouraging progression into medicine or health related careers and is working closely with schools and sixth-form colleges across Kent, Medway and further afield, to encourage students to consider studying medicine.

KMMS wants to encourage aspiring doctors to consider medicine as a career, widen access to medical degrees and has ambitious targets to recruit students from Kent, Medway and further afield who are from under-represented groups or disadvantaged backgrounds. We are working closely with KMMS to support these aims, develop new joint appointments and make hard to recruit to posts more attractive.

The Trust also works with various UK clinical trials centres and is involved in International research collaborations in Boston, Vancouver, Alberta and Tokyo.
Drivers for refreshing our strategy

This section will:

- Highlight the strategic changes in our external environment
- Summarise the changes in national policy which inform our strategy
- Demonstrate how we are responding to the changes and challenges we are experiencing internally and externally
Changes in the external environment

There are a variety of factors in the external environment which have informed our strategy and mean we have to change the way that we provide services now to be able to continue to deliver the high quality services that our population deserves.

Impact of service demand on NHS provider performance
The impact of demand on NHS and social care services, specifically the increase in multiple long-term conditions, poses significant challenges to financial sustainability and maintaining performance, this is the case for all healthcare providers, from primary to acute care. For example, there has been a 6% year on year increase in the number of patients presenting to our hospital with urgent or emergency care conditions.

Local workforce issues
Providing services on a peninsula reduces the pool from which NHS and social care providers can recruit and increases competition between organisations, this will require a flexible and creative approach to workforce planning.

Research and Innovation
The increase in national and international interest in research and innovation provides an opportunity for the Trust to build on east Kent’s already significant involvement in clinical trials and leads to new opportunities.

Kent and Medway Medical School
Opening in September 2020, the medical school provides opportunities to collaborate, attract and retain a substantive workforce and create new academic opportunities in the area.

Digital and technology
Since 2014, the digital and technological revolution has gathered pace with the rise of robotics, breakthrough technologies and artificial intelligence. Harnessing this technology will be vital in improving the quality of our clinical care, the way we provide it, but also how we interact with patients and the public and attract staff.

Estates
A lack of capital investment means that the Trust must find new and innovative ways to address its ageing estate.

Societal expectations
The public’s changing perceptions and expectations of healthcare affect how we provide services. The public want services which are convenient and based closer to home, are fast to access and increasingly make use of digital technology, although these developments will not work for everyone.
Changing national policy context/1

Our strategy has been written in the context of national policy, strategy and plans.

In recent years National policy has encouraged the development of local health systems, with a clear direction of travel towards place-based planning and provider collaboration and shared responsibility for performance and finances.

- The NHS Five Year Forward View (2014) articulated the strategic and financial challenges facing the NHS by 2020/21, and described the importance of better integration of GP, community, mental health and hospital services.
- In 2015/16, NHS organisations were asked to work with local authorities and partners to develop five-year Sustainability and Transformation Partnerships (STPs) for health and care services in their area.
- Next Steps on the Five Year Forward View (2017), called for ‘the biggest national move to integrated care of any major western country’, and signalled that some STPs would ‘evolve’ into Integrated Care Systems.

- The NHS 10-year plan was published in January 2019. It has three main areas of focus: prevention, particularly in child health, tackling of major diseases and supporting people to age well. It seeks to address the challenges that the NHS faces, such as staff shortages and growing demand for services, by:
  - primary and community providers working in Primary Care Networks to increase the services they can provide jointly, and NHS organisations in Integrated Care Systems, planning and delivering services which meet the needs of their communities.
  - tackling significant causes of ill health, including smoking, drinking and diabetes, and focussing on those most affected.
  - increasing the NHS workforce and training opportunities and improving retention by making the NHS a better place to work.
  - providing more convenient access to services and health information for patients, using digital tools and patient records and improving planning with analysis of patient and population data.
  - reducing duplication in how clinical services are delivered, procurement costs and spend on administration.

The Kent and Medway Sustainability and Transformation Partnership is transitioning to an Integrated Care System. East Kent has agreed to create an Integrated Care Partnership to include the Trust, a single CCG, and mental and community health services in East Kent. By April 2019 local plans for 2019/20 are expected to be published, with local plans for the next five years expected to be published in the Autumn 2019.
Financial challenges

Since 2014, NHS funding has grown more slowly than historic long-term trends with NHS providers facing significant financial challenges, and limited central investment available. Local authority budgets have also been under significant pressure, affecting social care and public health provision.

In 2018 the Government announced an average 3.4 per cent a year real-terms increase in funding over the next five years to support the development of the NHS long-term plan. This will not match the levels of increased demand the NHS is expecting so we cannot continue to work as we have in the past. New system-control totals and shared risk pathways will need to be enacted but must not detract from the requirement of the Trust to deliver a robust cost improvement programme. We are active participants in the Carter Review, and the Getting It Right First Time (GIRFT) programme, with the recent opening of the first phase of dedicated orthopaedic theatres in Canterbury as one of the national pilots reducing unwarranted variation in orthopaedics.

Workforce challenges

Despite growing our workforce, an increased demand (both in number and the complexity of care needs of patients) and renewed focus on staffing levels, has left the NHS workforce under significant pressure. National pay increases have not matched inflation giving rise to further challenges to retain experienced staff and attract new workers leading to increased competition from neighbouring Trusts as they seek improved levels of remuneration. UK preparations to leave the European Union have resulted in heightened concern for our international staff as they seek a more certain and secure future than we can guarantee at present.

To address this we will develop a comprehensive workforce strategy that will significantly improve our performance in recruiting and retaining our staff. We will continue to adopt new patterns of working introducing roles such as physicians assistants, advanced care practitioners and prescribing pharmacists throughout the Trust. Furthermore we will introduce altered patterns of work such as tele-consultations to optimise the use of technology and achieve greater efficiencies which also deliver an improved patient experience. We will also drive innovation in diagnostics including the use of AI and machine-learning solutions for routine diagnostics such as chest x-ray examination.

We will be part of the development of a Kent-wide Pathology Service with a more efficient and effective model of service delivery, fit for purpose and with a highly trained and skilled workforce.
How we are responding to these challenges

Financial challenges

East Kent Hospitals has delivered a £60m cost improvement programme over the last two years which has focussed on improving patient care by making systems more efficient and effective. The discussions around moving back into financial balance over the next three years are divided into a tactical and strategic approach. Tactically the Trust plans to take the corrective action required to reduce staff costs, particularly through overtime and agency reductions and to focus on improving productivity through better job planning, operational skills and rostering. Strategically the Trust will build a 3-5 year recovery programme. Clear targets will also be developed for each of the Trust’s subsidiaries.

Clinical sustainability

The Trust is undertaking a major programme of work to ensure that the services it provides are sustainable. Like all Trusts in the country it is an active participant in Getting It Right First Time (GIRFT), a national programme designed to improve the quality and productivity of care within the NHS by reducing unwarranted variations. By tackling variations in the way services are delivered across the NHS, and by sharing best practice between trusts, GIRFT identifies changes that will help improve care and patient outcomes, as well as delivering efficiencies such as the reduction of unwarranted procedures. Importantly, GIRFT is led by frontline clinicians who are expert in the areas they are reviewing. This means the data that underpins the GIRFT methodology is being reviewed by people who understand those disciplines and manage those services on a daily basis. The Trust is part of a national pilot for elective orthopaedic services, which is testing out some of these clinical principles.

East Kent Hospitals is also, through the Sustainability and Transformation Partnership, proposing service reconfiguration around urgent and emergency care, stroke services, vascular services and elective orthopaedic services. As part of these discussions it has been working alongside community, mental health and commissioning colleagues to engage with the public on potential options for the future of healthcare in east Kent. In addition the Trust has been working with partners to develop new models of integrated care in local settings, outside the traditional boundaries of hospital care, an example is the east Kent integrated elderly care and frailty service.
How we are responding to these challenges

Workforce challenges

Developing new roles which combine education, research and clinical practice is central to our response to our significant workforce challenges. We need to attract new people to join us and ensure that our current staff have opportunities for personal development and career progression. The scope for individual research, advanced clinical practice and leadership development is significant and is strengthened further by the arrival of the Kent and Medway Medical School. We have developed career opportunities such as Advanced Clinical Practitioners in Acute Care and established a firm partnership with Canterbury Christ Church University, supported by Health Education England Kent, Surrey and Sussex to deliver a first-class programme that strengthens our acute care teams and provides exciting and innovative career progression for senior staff.

Competency-based role development is integral to the way in which East Kent Hospitals is developing future models of working. This combined with a portfolio approach to roles across the Trust will present an exciting and dynamic employment proposition which will help attract and retain staff and supports our aspiration to be recognised as an employer of choice. Finally it is a key priority to work with the medical school, jointly provided by the University of Kent and Canterbury Christ Church University, which opens to students in September 2020.

Estate requirements

The Trust needs to focus on using the estate it has available to the maximum and ensuring that, in line with its key priorities, estate is available on the different sites to support service development and create the right capacity for emergency and elective care. Key components of this will be to deliver a programme that makes the best use of space and achieves the “Model Hospital” targets, and to increase the commercial capacity of our estate, including trading, rental and retail opportunities.

This work will be supported by an estate management plan to align investment with the organisational strategy and, following an application to NHS Improvement for emergency capital, a clear backlog investment plan to reduce operational downtime and improve patient and staff experience. Other opportunities include the development of a Sustainability and Carbon Reduction Strategy that will drive efficiencies for the Trust.
Section two: Our strategic framework

<table>
<thead>
<tr>
<th>This section will:</th>
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<tbody>
<tr>
<td>- Outline the Trust’s vision and values</td>
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<tr>
<td>- Presents the Trust’s strategic objectives</td>
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Our vision and “We Care” values

Our vision is to be a leading provider of acute healthcare services by delivering 'Great Healthcare from Great People', our mission is to improve health and wellbeing, for our patients and our staff.

Our values are very important to us and we want everyone who experiences our Trust to feel cared for, safe, respected and confident we are making a difference.

The values were the result of a year-long staff and patient engagement programme that saw the development of “we care” as our strapline, and a set of values based on how staff and patients wanted to be treated. Respect was later added to the values (see pictured staff taking part in the Respecting Each Other campaign in 2015). These four values now very clearly underpin performance, appraisals, staff development and recruitment.

Our values also underpin KENT, our Trust-wide programme to give training, skills, time and support to staff who are making changes in their area of work to improve patient experience and their lives.

KENT is part of our transformation programme. Staff on the programme are trained in how to bring about positive changes in their work and each have a transformation project they are coached and supported in.
Section three: Our Strategic Objectives

This section will:

Describe for each strategic objective:
- Our aspiration for each objective
- How we are going to achieve success; and
- What success looks like by 2021
Our Strategic Objectives are all linked and delivered together, will enable the Trust to realise its vision

- **Getting to good** Improve quality, safety and experience, resulting in Good and then Outstanding care
- **Higher standards for patients** Improve the quality and experience of the care we offer, so patients are treated in a timely way and access the best care at all times
- **A great place to work** Making the Trust a Great Place to Work for our current and future staff
- **Transforming** the way we provide services across east Kent, enabling the whole system to offer excellent integrated services
- **Right skills right time right place** Developing teams with the right skills to provide care at the right time, in the right place and achieve the best outcomes for patients
- **Healthy finances** Having Healthy Finances by providing better, more effective patient care that makes resources go further
Improve quality, safety and experience, resulting in Good and then Outstanding care.

We want care for our patients to be as good as we can make it. By continuously improving, measured by the CQC’s core domains, we want our next CQC rating to be Good and then to build on this to become Outstanding. We will do this by:

- developing a new and responsive Quality Strategy that drives change throughout the organisation;
- delivering on the agreed Improvement Plan in a timely manner;
- transforming maternity and paediatric services across the organisation;
- seeking new collaborations and enhancing partnerships to deliver excellence in mental health and dementia care; and
- continuing to transform end of life care.

Executive lead: Chief Nurse and Director of Quality
Getting to Good
What success will look like by 2021 / 22

- Improved medicines management and completion of essential checks, e.g. reduction in missed doses, to better than national rates, by 2019/20
- Improved identification, treatment and support of patients at high risk of deterioration, e.g. sustained compliance with early warning scores and sepsis screening, by 2019/20
- Excellence in quality and safety standards embedded at all levels in the organisation; e.g. pressure ulcers and MUST scores, by 2019/20
- Deliver the Falls Stop programme and reduction in falls, by 2019/20
- An organisation-wide training and development plan delivered resulting in an embedded culture of safety and quality excellence, measured by the Texas safety culture tool, by 2020/21
- Learning from experience to drive year on year improvement in patient care and experience, is applied by 2021/22
- Patient experience and Clinical outcomes are improved to the peer comparison top quartile by 2021/22
## Getting to Good
### What success will look like by 2021 / 22

<table>
<thead>
<tr>
<th>Category</th>
<th>Success Criteria</th>
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| Maternity/ Paediatrics | • Children and young people’s services are recognised as Good in the next inspection, by 2020/21  
• The maternity transformation programme in line with the Saving Babies’ Lives Campaign, is delivered by 2021/22  
• The continuing national ambition set out in Better Births, is delivered by 2021/22 |
| Improvement plan       | • A CQC rating of good by the next inspection in 2020/21;  
• We are recognised for delivering outstanding care, by 2022/23 |
| Mental health/ dementia| • The care of vulnerable patients notably those living with dementia, mental health or learning disabilities, is enhanced by 2021/22 |
| End of life care       | • The Compassion Project is embedded across the organisation, by 2020/21  
• End of life care that is compassionate, caring and provided in conjunction with the wishes of patients and their carers, meeting the national audit standards, delivered by 2021/22 |
Delivering **Higher Standards for Patients** will ensure we improve the quality of patient care, as well as patients’ experience of the care we offer, so they are treated in a timely way and access the best care at all times.

We need to deliver care efficiently and effectively and have a culture of continuous quality improvement and excellence in patient care and experience. We will do this by:

- delivering efficient and well organised cancer pathways across all specialties and modalities;
- transforming the outpatient services we offer through better and more creative use of new technology and best practice;
- ensuring patients access high quality urgent and emergency services that are delivered without delay;
- focusing on delivering the most efficient and patient centred pathways for surgical care; and
- collaborating with partners across the system to develop local care services.

Executive lead: Chief Operating Officer
Delivering **Higher Standards for Patients**

**What success will look like by 2021 / 22**

### Cancer Pathways
- National Cancer standards for access to cancer care, are achieved by 2019/20
- Cancer timed pathways which transform patient experience and improve cancer outcomes, are achieved by 2020/21

### Transforming out patient services
- We have maximised the opportunity, as part of the Outpatient Department Transformation in the 10 year NHS Plan, to become a leader in Outpatient Care, by 2021/22
- Integrated pathways between primary and secondary care are in place for patients needing specialist care, by 2020/21

### Getting it right first time
- The GIRFT action plans are implemented in each speciality and benchmarking continues to further develop clinical delivery, by 2020/21.
Delivering **Higher Standards for Patients**

**What success will look like by 2021 / 22**

**Urgent / Emergency Services**
- We will improve patients pathways to reduce the number of attendances at A&E for respiratory conditions, by 2019/20
- We will meet our trajectory in 2020/21 and the agreed national standard for access to care, by 2021/22
- We are a leader in Emergency Care provision across the multi-site organisation, by 2021/22

**Efficient surgical care**
- We will eliminate the number of patients waiting longer than 52 weeks for planned care
- National standard for access to care achieved, by 2020/21
- Maximum wait time achieved, by 2021/22
- Patient pathway is seamless from primary referral to discharge back to GP, by 2020/21

**Collaboration on Local Care**
- Frailty and older people’s pathways are integrated, by 2019/20
- Working with CCGs, co-located urgent treatment centres are established, by 2019/20
Making the Trust a Great Place to Work, for our current and future workforce

- Recruiting high calibre staff to join our East Kent Hospitals team;
- Caring for, developing, valuing and responding to our East Kent Hospitals team;
- Becoming a fully research active organisation that has adopted a whole system approach; and
- Fostering and growing partnerships with external organisations to develop research careers and grow our research base.

Executive lead: Director of Human Resources
<table>
<thead>
<tr>
<th>Caring for the team</th>
<th>Developing our team</th>
<th>Valuing our team</th>
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| • Best practice to support staff during their first year of employment and as they progress their career with the Trust embedded, by 2019/20  
• Equality and diversity embedded and an inclusive environment where all staff feel respected, valued and part of ‘the team’ in place, by 2020/21  
• All staff have access to mentoring and coaching, by 2021/22 | • An overarching OD framework to determine consistent standards of leadership for all levels is in place, by 2019/20  
• A talent management scheme building on the skills, aspirations, competence and potential of our staff, supporting succession planning, in place by 2021/22  
• All staff have a meaningful appraisal which adds value and supports them and their career development, by 2019/2020 | • Staff are publicly acknowledged and recognised/rewarded for personal achievement, loyalty and longevity, by 2019/20  
• Respect for each other and our contributions to delivering service excellence, promoted at all levels, building pride in ourselves and our teams, by 2019/20  
• Behaviours that are inconsistent with our values are challenged and individuals are encouraged to uphold the highest standards of behaviour, and model the way, by 2019/20 |
Great Place to Work
What success will look like by 2021 / 22

Engaging & Responding to our team
- ‘Listening’ has been turned into ‘action’ by improvement in workspaces and improved relationships between colleagues, so staff are empowered to make a difference to their working lives, by 2020/21
- All staff feel able to make a positive difference to the quality of care and the experience of every patient, by 2020/21

Research active organisation
- Investment in infrastructure and staff capacity to deliver ‘quick wins’ increased, by 2019/20
- A Kent and Medway strategic intelligence unit that supports research and public health is developed, by 2021/22
- Commercial contract research income rises to £2.5m annually, by 2021/22.

Research partnerships
- A joint research office with external partners is established, by 2020/21
- Increased clinical-academic career development and joint appointments by 2020/21.
Delivering our future by transforming the way we provide services across east Kent, enabling the whole system to offer integrated services that are recognised nationally as excellent.

We need to build new partnerships and strengthen existing relationships with local Trusts, the County Council and the local east Kent Borough, City and District Councils.

This will enable us to:

• provide new and innovative integrated pathways of care;
• strengthen our specialist and hyper acute services;
• maximise the efficiency and effectiveness of the elective care we offer;
• deliver the significant clinical service reconfiguration required for sustainable service provision; and
• collaborate around the use of inventive and ground-breaking technology.

Executive lead: Director of Strategic Development and Capital Planning
Delivering our future
What success will look like by 2021 / 22

**Integrated pathways**
- With the STP establish an Integrated Care System / Integrated Care Provider and new contractual arrangement.
- Acute frailty pathway/frailty Emergency Department delivering comprehensive geriatric assessment; advanced care planning; reduction in admissions; and virtual in-patient ward, by 2019/20.
- Patients have proactive treatment plans focussed on falls, prevention and long-term condition treatment, which include self-care and prevention of frailty, to address increased length of stay and readmission, by 2020/21.
- Specialist geriatric medicine for Proactive Care of Older Persons (POPS) for all elderly surgical patients implemented, by 2020/21.

**Strengthen specialist services**
- A Hyper-Acute Stroke Unit (HASU), Acute Stroke Unit (ASU) and Thrombectomy service developed at WHH, by 2021/22.
- Vascular surgical and interventional radiology services at K&CH developed to create a single Kent & Medway arterial centre, by 2021/22.
- Continue to develop centralised inpatient Head and Neck Cancer service (as for the east Kent population) at WHH, by 2021/22.
- A Kent-wide pathology service established, by 2021/22.
Delivering our future
What success will look like by 2021 / 22

Maximise efficiency of elective care
• Other routine elective surgical procedures that could be undertaken on a ‘cold site’ identified, by 2020/21
• A pilot elective orthopaedic centre for in-patient surgery established, by 2019/20

Clinical service reconfiguration
• First full draft of PCBC completed for review, by 2019/20
• Public consultation on short list of options starts in September 2019/20 (subject to CCG timelines)

Use of innovative technology
• Harmonia Village at Dover fully operational, by 2020/21
• We ‘Go live’ with phase one of the electronic patient record in 2019, followed by electronic prescribing in 2020/21
• Pilot patient tracking by 2020/21 delivers a case for investment in 2021/22
• Shared data systems with local partners are implemented including a clinical communication system and single ophthalmic record by 2020/21.
Developing teams, with the **right skills** to provide care at the **right time**, in the **right place** and achieve the best outcomes for patients

To deliver great healthcare from great people we need to have teams with the right skills, delivering care to patients at the right time, in the right place. This includes providing more services 7 days a week, transforming teams and how they work and delivering new models of care. We will do this by:

- making the best of our valuable staff;
- developing plans across the STP for the future workforce;
- building an innovative and flexible workforce;
- ensuring we have effective and efficient recruitment processes;
- implementing seven day working;
- promoting and investing in a healthy workforce; and
- working with Kent and Medway Medical School

Executive lead: Director of Human Resources
Right skills, right time, right place
What success will look like by 2021/22

Making best use of staff

- Staff trained and equipped to deliver to their full potential with access to efficient and effective models of training, by 2020/21
- The People strategy fully implemented with complete workforce plans developed across all care groups and corporate services with new roles and models developed to support innovative working practices, by 2021/22

STP workforce plans

- The Trust is working in partnership across boundaries within the STP, developing strategic workforce and leadership programmes in support of a system-wide approach to resourcing local healthcare, by 2020/21
Right skills, right time, right place
What success will look like by 2021/22

Building an innovative and flexible workforce
- Local Terms and Conditions enable individuals to have flexible working, maximising financial efficiencies and reduced reliance on temporary staff, by 2019/20
- There will be roles that reflect more creative and innovative practices to suit individual career aspirations, including higher apprenticeships, allied health professionals and roles supporting mental health in the emergency departments, by 2021/22
- Develop flexible approaches to enable staff to work for longer, creating work/life balance

Working with Kent and Medway Medical School
- Working with Kent and Medway Medical School, create joint appointments to attract the best in class, by 2019/20
- With Kent and Medway Medical School develop a research strategy at the vanguard of innovation, by 2020/21
Right skills, right time, right place
What success will look like by 2021 / 22

Effective recruitment processes
- A robust recruitment pipeline in place providing a regular intake of staff determined by natural turnover and planned growth, by 2019/20
- We attract a workforce that has not traditionally considered the NHS as a career with earn and learn opportunities, by 2019/20
- A co-ordinated approach to overseas recruitment, on-boarding and retention of key roles will be in place across the Trust, by 2020/21
- We demonstrate inclusive behaviours within our recruitment and selection process to ensure we create a diverse, high calibre workforce free from discrimination, by 2020/21

Seven day working
- Local workforce models are identified to ensure that staff with appropriate competence and relevant skills sets are available to meet the needs of patients across a seven-day pattern as appropriate, by 2021/22

Healthy workforce
- We will have developed a positive approach to mental health, including mindfulness, to promote personal resilience for our staff, by 2019/20
- Staff have ready access to support from occupational health, healthy lifestyle choices and timely personal healthcare to create a healthy, supportive and caring environment, by 2019/20
Having **Healthy Finances** by providing better, more effective patient care that makes resources go further.

We need to deliver the requirements of financial special measures, but also embed good financial planning practices across the Care Groups, which move the organisation into a position of financial health and sustainability. We will do this by:

- Delivering a 1-3 year strategic financial programme
- reducing reliance on overtime and agency and driving workforce productivity;
- Improving efficiency and productivity across all clinical services;
- utilising SLR to move the top loss making services to at least breakeven;
- ensuring our two subsidiaries return a maximised profit;
- delivering a comprehensive Sustainability and Carbon Reduction Strategy; and
- maximising income and utilisation of our estate

Executive lead: Director of Finance and Performance
Healthy Finances
What success will look like by 2021 / 22

Reducing overtime and agency

- A clear workforce document outlining vacancies, future needs and a recruitment plan produced by each care group, by 2019/20.
- 100% of agency/bank and overtime shifts signed off by care groups against a robust temporary staffing policy, by 2019/20.
- the Trust’s nursing and medical rostering systems are being used by Care Groups effectively, with 100% sign off and even leave distribution compliance, by 2019/20.
- Finance training has been rolled out to all care groups to create an environment of cost consciousness, by 2019/20.

Increased productivity

- Specialties use of national benchmarking tools such as “Model Hospital” reviewed and action taken to improve the Trust’s position, by 2020/21
- Theatre productivity including start times, utilisation and effectiveness improved, by 2020/21
Healthy Finances
What success will look like by 2021 / 22

**Utilising Service Level Reporting**
- Patient Level Costing, Service Level Reporting, Model Hospital, GIRFT and RightCare implemented into Care Groups’ business planning and monthly monitoring, by 2019/20
- Service Level Reporting and above benchmarking included in annual business plans, by 2019/20

**Increased subsidiary return**
- Non-clinical income growth, e.g. subsidiaries, medical education, training income, by 2020/21
- Work with EKMS (Spencer Hospital) to improve business and profitability, by 2021/22
- Financial plan achieved by Trust subsidiary 2gether Support Solutions, by 2021/22
- 2gether Support Solutions provided with a strategic framework to maximise its commercial opportunity, by 2021/22
Healthy Finances
What success will look like by 2021 / 22

**Sustainability and Carbon Strategy**
- Comprehensive sustainability programme developed by 2020/21
- Infrastructure projects for phase 1 and 2 of our Energy Reduction Plan completed, by 2020/21
- A culture and behaviours programme with staff and a consumable programme to patients and the public embedded, by 2020/21

**Estate utilisation**
- A space utilisation programme that achieves the Model Hospital target for the Trust delivered, by 2020/21
- Commercial capacity of estate increased, including maximising trading, rental and retail opportunities, by 2021/22
Enablers: Digital Healthcare

The Trust has invested significantly in maintaining modern infrastructure and systems and has an excellent reputation for its digital services.

A new digital strategy to be launched in 2019 will deliver:

**Digitally Connected Patients**
We will empower patients to actively manage their health and care, by:
- Outpatient appointments planned electronically and delivered virtually based on the needs of the patient
- Personal health management using online access to data

**Digitally Enabled Workforce**
We will enable staff to access shared health and care records, by:
- Single view of the clinical record of a patient
- Pathways and care plans clearly signposted using decision support tools
- Artificial Intelligence piloted in radiology
- New generation of productivity tools in widespread use

**Secured by Design**
We will protect the information we hold from inappropriate use, by:
- Maintaining our leading edge cyber security measures
- Making information available to those within and outside the Trust ensuring its effective use
Enablers: Healthcare Analytics

Where are we now? Why is this key?

- As a clinically-led organisation we will deliver live clinical and management data for our patients, clinicians and managers.
- We lead the Kent and Medway STP agenda for research around linked data.
- We are developing operational demand and capacity planning tools to enable our organisation to respond to changes in activity levels.
- We aim for information led operational change – evidence based decisions. We need to move planning decisions to be more closely linked to population health management and away from historical funding assumptions.
- Our analytical capability has been referenced by the CQC as one of the best in the country.
- A new refreshed Information Strategy will be launched in Spring 2019 and one of its key themes will be creating an innovative environment to attract the most promising analytical staff.
- ‘Advanced Analytics’ is the term that we are using to guide the next phase of our analytical development. This is necessary so that we provide clear options for managers rather than simply data for them to analyse.
- It is crucial that we continue to develop as above so that we can attract the best staff and create the most appropriate interventions live for our staff such as clinical alerts and measures of patient flow.
Section four: Implementing our strategy

In previous years our Board Committees have overseen the delivery of our strategic objectives; this also included a review of the risks to the strategic objectives as identified in our Board Assurance Framework. This resulted in a quarterly report to the Board of Directors and through our non-executive directors to our Council of Governors.

However, we are currently reviewing our governance structure following the move from Divisions to Care Groups and this gives us an opportunity to develop a structure that not only supports the Care Groups in delivering the strategic objectives but ensures clear oversight of that delivery by the Leadership Teams, Executive Team and Board. This review will also take account of the governance of strategic objectives that require partnership working as monitoring delivery of system objectives has proved difficult in prior years.

This review will ensure that there are clear lines of accountability for the delivery of the different elements of the strategy, with processes to provide the Board with assurance. We will identify quantifiable and measurable outcomes by which to monitor delivery. We will also make use of the current information systems to make the reporting accurate, efficient and timely.

A new process has been put in place this year to support the planning process; each of our Care Groups are developing their service plans, identifying their key deliverables and outcome measures in relation to the strategic objectives over the next 3-5 years. This will form the foundation of annual business planning, supported by the financial plan, with progress monitored through our performance review process.

We have a Transformation and Improvement Group which oversees the programmes of work and projects to support the delivery of the changes, innovation and new ways of working required in our strategy. This Group is led by the Chief Executive supported by the Head of Transformation and the improvement team.

Everyone at East Kent Hospital University Foundation NHS Trust has a crucial part to play in helping to achieve our strategy. We will work to ensure that every member of our staff understands their contribution to delivering our strategic objectives and that this is included in their personal objectives and monitored through their annual appraisal.

As with any business, the environment in which we operate (both internal and external) constantly changes and as part of the governance a regular review of the strategy will be factored in to business as usual to ensure we are able to remain responsive.