

## **HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE**

**17 OCTOBER 2023**

### **KENT AND MEDWAY NHS & SOCIAL CARE PARTNERSHIP TRUST (KMPT) 2023-2026 STRATEGY BRIEFING**

Report from: Dr Adrian Richardson, Director of Partnerships and Transformation

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#### Summary

The paper seeks to update the Committee on the previous KMPT Strategy, background to the current Strategy and monitoring of progress within the current Strategy.

#### 1. Recommendation

1.1 The Committee is asked to note the report.

#### 2. Budget and policy framework

2.1 Under the Local Authority (Public Health, Health and Wellbeing Boards and Health Scrutiny) Regulations 2013 the Council may review and scrutinise any matter relating to the planning, provision and operation of the health service in Medway. In carrying out health scrutiny a local authority must invite interested parties to comment and take account of any relevant information available to it, and in particular, relevant information provided to it by a local Healthwatch. The Council has delegated responsibility for discharging this function to this Committee and to the Children and Young People Overview and Scrutiny Committee as set out in the Council's Constitution.

#### 3. Background

3.1 Following an organisational update to the Committee in August 2023, KMPT has been asked to continue to work with the Committee with regular updates that are themed.

3.2 Following an agenda setting meeting on Thursday 21<sup>st</sup> September, KMPT has been requested to brief the Committee on the formation, content and governance around the KMPT 2023 – 2026 Strategy.

## 4. Previous Strategy

4.1 The Trust's previous 2020-2023 strategy was developed in conjunction with service users and staff. The strategy focused on the underpinning operational strategy of other internal functions such as Quality Improvement, Clinical Technology and Research and Innovation.

4.2 The strategy focused on 3 main aims, quality, integration and using our expertise to lead. These aims were the workstreams for delivering the visions 'to work with our partners across Kent and Medway to deliver Brilliant Care, through Brilliant People'.

4.3 At an organisational level the strategy described a future state but lacked some measurable outcomes which the Trust has remedied in the current strategy.

4.4 Key achievements within the aims include:

- Reducing the number of people being detained by Section 136 of the Mental Health Act by two thirds.
- Growing our service user and carer engagement pool from 50 to 144.
- Retaining our Triangle of Care two-star status for our commitment to working with families and carers when planning an individual's care, the highest national endorsement a mental health trust can achieve.
- Launching an independent and entirely confidential Freedom To Speak Up service to ensure a robust reporting culture for the protection of both our staff and patients.
- Eradicating our £7.6 million underlying deficit.

## 5. Formation of 2023 – 2026 KMPT Trust Strategy

5.1 The current Trust Strategy is formed around KMPT's long term vision 'to provide outstanding care and to work in partnership to deliver this in the right place, for every service user, every time'.

5.2 This vision is delivered every day by our staff who strive to fulfil our mission to 'deliver brilliant care through brilliant people' whilst also living by our trust's values (respect, open, accountable, working together, innovation and excellence). Whilst this context provides the high-level ambitions of the organisation the Trust Strategy itself provides tangible outcomes which KMPT aims to deliver in the next 3 years.

5.3 Widespread consultation on the strategy was conducted during the construction phase. With our senior leads across all directorates being brought together to help construct outcomes and use learning from our previous strategy. Input from patients and carers was conducted through our

Engagement Pool and our Engagement Council provided direct feedback to the Board at a development seminar. This feedback was then incorporated into the final draft document.

- 5.4 Since the strategy was agreed by the Board in March 2023, there has been a significant communication campaign to engage our staff in the strategy, both in their feedback and also the delivery of the strategy. We believe that those who conduct the roles hold the expertise that will enable us to make long-lasting and sustainable change to the organisation.
- 5.5 An 'Our Strategy' page has been created on the intranet enabling teams to have conversations about the strategy. It has received over 4500 views to date. The full strategy has been downloaded 764 times, whilst the one-page overview has been downloaded 873 times.
- 5.6 A QR code was also created and used in promotional material to enable staff to look at the strategy from mobile devices. This has been used 181 times across various mediums.
- 5.7 A short animation has also been created to publicise the strategy which has been viewed more than 250 times.

## 6. Strategic Ambitions

- 6.1 The Trust Strategy for 2023-2026 consists of 72 strategic outcomes centred around three strategic ambitions.
- 6.2 The first ambition is *The Patients we care for* – through these metrics we aim to deliver outstanding, person centred care that is safe, high quality and easy to access. These metrics include, but are not limited to:
  - Improving access to quality care
  - Creating safer and better experiences on our wards
  - Actively involving service users, carers and loved ones in shaping the services we provide
- 6.3 The second ambition is *The People who work for us* – we aspire to be a great place to work and to have engaged and capable staff who live our values. These metrics include, but are not limited to:
  - Creating a culture where our people feel safe, equal and can thrive
  - Building a sustainable workforce for the future
  - Creating an empowered, capable and inclusive leadership team
- 6.4 The third ambition is *The Partners we work with* – with this section of the strategy we aim to lead in partnership to deliver the right care and to reduce health inequalities in our communities. These metrics include, but are not limited to:

- Bringing together partners to deliver location-based care through the community mental health framework
- Working together to deliver the right care, in the right place at the right time
- Playing our role to address key issues impacting our communities

## 7. Strategic Enablers

7.1 The three aforementioned ambitions are also supported by our strategic enablers, the fundamentals of our organisation that support all of our day-to-day activity. These include:

7.2 Our use of technology and data to transform patient care and our productivity. This includes, but is not limited to:

- Having consistent, accurate and available data to inform decision making and manage issues.
- Enhancing our use of IT and digital to free up staff time.
- Effective digital tools are in place to support joined up, personalised care.

7.3 Being efficient, sustainable and transformational, making the most of every resource. This includes, but is not limited to:

- Achieving financial sustainability
- Exceeding the ambitions of the NHS greener programme
- Transforming the way, we work

7.4 Creating environments that benefit service users and people. Which includes, but is not limited to:

- Maximising our use of office spaces and clinical estate
- Investing in a fit for purpose, safe clinical estate

7.5 The strategy is being delivered by prioritising the outcome metrics into year 1, year 2 and year 3 objectives. This is an on-going, agile process, ensuring we are able to align with other internal and external demands in a changing healthcare landscape.

## 8. Governance and Assurance of Strategy

8.1 There is a clear governance structure for our Trust Strategy and clear standards of reporting for our strategic outcomes by the Senior Responsible Officers (SRO's). Regular project groups meetings aim to drive the delivery of the project. However, the accountability of this delivery is scrutinised by the Transformation Group, a monthly meeting of internal stakeholders co-chaired by the Assistant Director of Transformation and the Deputy Chief Operating

Officer. The purpose of this meeting is to provide tactical oversight of the strategy and to support SROs to deliver on their strategic outcomes.

8.2 Assurance of strategic delivery is then provided to a monthly Strategy Deployment Group, co—chaired by the Chief Finance Officer and the Director of Transformation and Partnerships.

8.3 Both of the aforementioned forums are driven by performance data of the strategic outcomes and are unpinned by standard work in line with the Trust's ambition to deliver a model of operational excellence. Progress against the strategic plan is also reported at the Trust's Board via the delegated Committee meetings.

## 9. Risk management

9.1 There are no risks to Medway Council arising from this report.

## 10. Climate change implications

10.1 There are no climate change implications for Medway Council arising directly from the recommendations of this report.

## 11. Financial implications

11.1 There are no financial implications to the Council arising directly from the recommendations of this report.

## 12. Legal implications

12.1 There are no legal implications to the Council arising directly from the recommendations of this report.

## Lead officer contact

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## Appendices

Appendix 1 – KMPT 3 Year Strategy 2023-2026

## Background papers

None