

# Kent and Medway Mental Health NHS Trust

2023-2026 strategy



# Introduction

Each year across the UK around 1 in 4 people will experience mental ill health. Mental illness is the second-largest source of burden of disease in England and we know that for people with serious mental illness, 2 in 3 deaths are caused by physical illnesses that can be prevented.

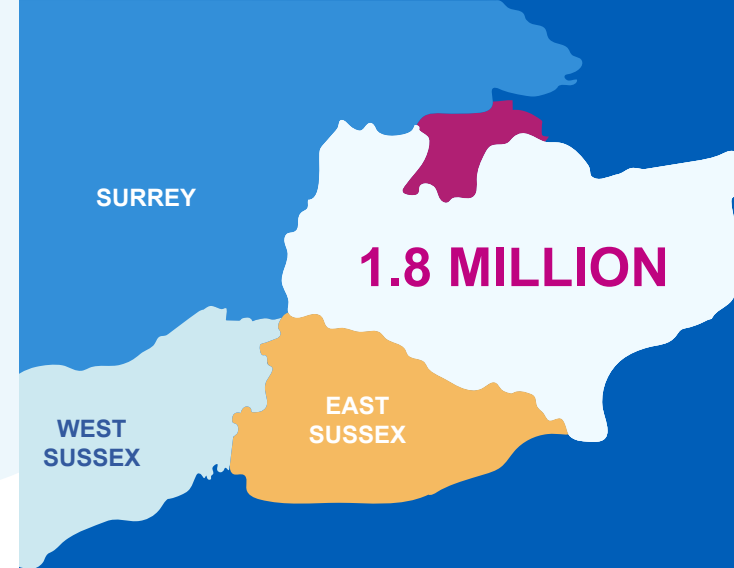
Over recent years we have seen nationally and locally a rising and changing demand for health services, including mental health. The pandemic has also added extraordinary pressure to the NHS and exposed stark inequalities in our society.

The NHS has to continually move forward to respond to these changes so that we have a service fit for the future. In 2019, the NHS Long Term plan set out how extra money for the NHS will be spent to help people and make the NHS better. This included spending more money on community mental health services. The plan also included setting up ways for NHS organisations and local councils to work closer together to make health and care better for everyone through Integrated Care Systems.

As a provider of mental health care in the Kent and Medway system we recognise the vital role we have beyond delivering outstanding care. We will continue to work with our partners to help people in our communities live well and to make sure mental health is recognised as important as physical health. We cannot achieve this without our brilliant people and we will continue to support our staff better and improve the things that make their jobs hard.

Our three-year-strategy is built around three pillars – or as we like to call them, the three Ps – the people we care for, the people who work for us and the partners we work with. It's shaped by the voices of all of these people, their changing needs and our own strengths.

We have created three strategic ambitions aligned to each of our three Ps. These are supported by three strategic enablers which look at the things we want to do better to support us to achieve our ambitions.



# Who we are

We are Kent and Medway Mental Health NHS Trust (KMMH).

We provide a wide range of adult mental health and learning disability services to our local population of 1.8 million people in Kent and Medway, as well as specialist services for adults in Sussex and Surrey.

Each year we care for over 2,000 people in our hospitals and 54,000 people in the community.

We are proud to have a workforce of over 3,700 people from 66 nationalities, and to serve an increasingly diverse range of communities across rural and urban areas.

We are part of the Kent and Medway Integrated Care System, a partnership of organisations that come together to plan and deliver joined up health and care services to improve the lives of people across Kent and Medway.

In February 2022 we retained our good overall rating from the care Quality Commission and were rated as outstanding for effective and caring.

# Our strategy

## Our mission

is what we set out to do every day

**We deliver brilliant care through brilliant people**

## Our vision

is where we want to be in the future

**To provide outstanding care and to work in partnership to deliver this in the right place, for every service user, every time.**

**We will achieve our vision through...**

# Our strategic ambitions



## People we care for:

We deliver outstanding, person-centred care that is safe, high quality and easy to access.

### This includes things like:

- 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



## People who work for us:

We are a great place to work and have engaged and capable staff, living our values.

### This includes things like:

- 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



## Partners we work with:

We lead in partnership to address health inequalities and improve the quality of life for our communities.

### This includes things like:

- Bringing together partners to deliver location based care through the community mental health framework transformation
- 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

Which are supported by...

# Our strategic enablers

We use technology, data and knowledge to transform patient care and our productivity

## This includes things like:

- Our people will have consistent, accurate and available data to inform decision making and manage issues.
- We will enhance our use of IT and digital systems to free up staff time.
- We will put effective digital tools in place to support joined-up, personalised care.

We are efficient, sustainable, transformational and make the most of every resource

## This includes things like:

- We will be financially sustainable.
- We will exceed the ambitions of the NHS Greener Programme and we will transform the way we work.

We create environments that benefit our service users and people

## This includes things like:

- We will maximise our use of office spaces and clinical estate and invest in a fit for purpose, safe clinical estate.

All of this is underpinned by...

# Our Values

We have four values that outline who we are and how we work together with each other, with our service users and with our partners. All of our staff and volunteers commit to uphold these, whatever their role or level.

Caring  
Inclusive  
Curious  
Confident

# 1. We deliver outstanding, person-centred care that is safe, high quality and easy to access

## Why this been chosen as a priority...

Some areas of our care are rated outstanding but we do not consistently meet national targets and we have variations in services across the Kent and Medway system. We recognise the need to improve on some specific areas of care.

We've made a lot of improvements to our wards, but there's more to do to create safer and better experiences for our service users. We also need to better measure and monitor our patient outcomes to ensure we are making a difference to the outcomes of our service users.

There is a new national approach to responding to patient safety incidents which we will implement to ensure we meet national standards. This includes ensuring staff, service users and their loved ones are consistently involved following patient safety incidents.

We are already involving our service users and carers in co-production, but we can do more to embed meaningful engagement in order to learn lessons, carry out research, and improve our services.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
1.1 Improve access to quality care	<ul style="list-style-type: none"><li>• People who need care know when they will receive it</li><li>• People have access to urgent care</li><li>• People are treated close to home, near the people they love</li></ul>	<ul style="list-style-type: none"><li>• 95% of people Presenting to Emergency Departments (EDs) with a mental health crisis will be triaged within 1 hour</li><li>• 95% of mental health patients in EDs will be admitted to a psychiatric bed or discharged within 12 hours</li><li>• 95% of people referred for a dementia assessment will be seen within 6 weeks</li><li>• Eliminate all inappropriate specialist out of area placements</li><li>• Reduce out of area placements for patients requiring (acute and PICU care)</li></ul>

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
1.2 Create safer and better experiences on our wards	<ul style="list-style-type: none"><li>• People receive outstanding, safe inpatient care</li><li>• People have improved patient outcomes</li><li>• Our wards are autism-friendly</li><li>• Our staff will actively respond to safety incidents, with the goal of learning and improving</li></ul>	<ul style="list-style-type: none"><li>• Increase service user's experience of receiving care</li><li>• Improve patient outcome measures</li><li>• Increase satisfaction for in-patient experience by 10%</li><li>• Decrease violence and aggression on our wards by 15%</li><li>• Reduce inpatient harms relating to medicine incidents, self-harm, falls and sexual safety by 10%</li><li>• All staff are trained on autism awareness and service users report friendlier wards</li></ul>

1.3 Actively involve service users, carers and loved ones in shaping the services we provide	<ul style="list-style-type: none"><li>• Service transformation and continuous improvement are co-produced</li><li>• Service users and local communities actively participate in our research</li></ul>	<ul style="list-style-type: none"><li>• 90% of all transformation and Qi projects involve service users, carers or loved ones</li><li>• Increase service user and public participation in local-led research projects by 10%</li></ul>
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# 2. We are a great place to work and have engaged and capable staff living our values



## Why this been chosen as a priority...

Our people are at the heart of everything we do. We aim to create an environment where they can be successful in their roles, and where we're focusing on issues that matter most to them.

We are facing significant workforce pressures and national and local factors are impacting our vacancies, turnover and agency spend. We need to invest in longer-term workforce planning and educational partnerships, focusing on the roles and skills we need most now. This includes delivering high quality training, learning and education at all levels of the workforce and educating future generations of clinical staff.

We are creating an environment for our people to be their best. We are embedding a new place-based organisational structure, which will require our leaders to have strong leadership capabilities. These skills will enable them to create an environment for our people to be their best; continuously improve; and effectively embed change and transformation.

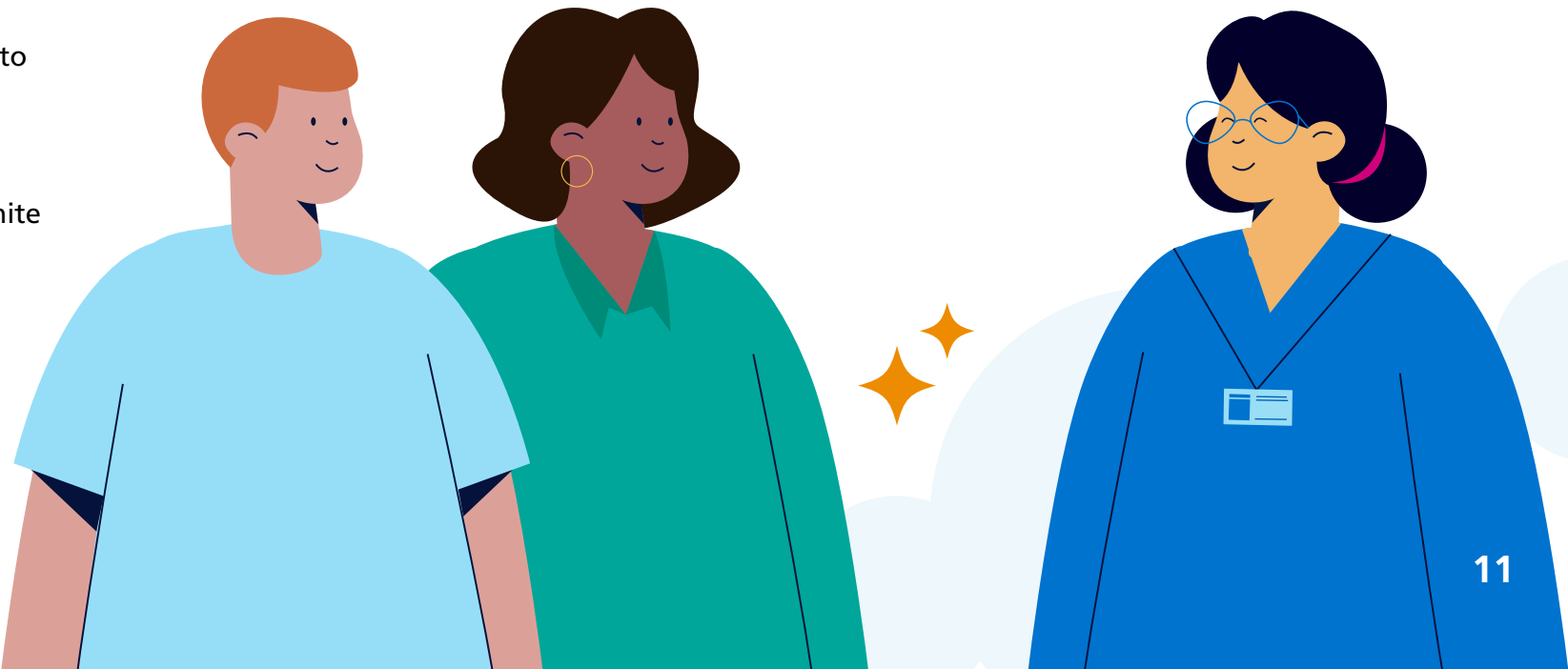
We want to be a great place to work, train and be treated in. Teaching status will help us strengthen and develop our support to our clinical workforce which in turn will have a positive impact on patient care. It will also enhance our reputation, stimulate opportunities for further expanding our teaching and research capabilities and make us an attractive place to work.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
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2.2 Build a sustainable workforce for the future	<ul style="list-style-type: none"><li>• We have less vacancies</li><li>• We have a sufficient internal and external talent pipeline</li><li>• We will be educating the next generation of doctors, nurses and healthcare professionals</li></ul>	<ul style="list-style-type: none"><li>• Drive down our vacancy rate to 14%</li><li>• Reduce our agency spend to 3.7% of the trust total pay bill</li><li>• Reduce voluntary turnover to 14% or below</li><li>• We will be ready to apply for formal teaching status</li><li>• Our joint working with Kent Medical School and University of Kent will be formalised</li></ul>
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2.3 Create an empowered, capable and inclusive leadership team	<ul style="list-style-type: none"><li>• Our leaders are empowered, confident and capable of leading their teams to achieve our vision</li><li>• Our leaders reflect the diversity of our organisation</li><li>• Our leaders use relationships to improve patient care</li></ul>	<ul style="list-style-type: none"><li>• 95% of all staff receive 6-weekly supervisions and annual appraisals with their line manager</li><li>• Increase percentage of minority ethnic staff in roles at band 7 and above by 2%</li><li>• 90% of leaders at band 7 to have attended the trust leadership and management development</li><li>• Increase staff satisfaction with their line managers from 7.6 to 7.9 in our staff survey</li></ul>
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Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
2.1 Create a culture where our people feel safe, equal, and can thrive	<ul style="list-style-type: none"><li>• Our staff feel safe, comfortable and able to raise issues openly in the workplace</li><li>• Our staff feel empowered to make improvements and share learning</li><li>• Our minority ethnic staff are treated equally, experience less racist violence and aggression and feel safer</li><li>• Our staff are proud to be part of a workplace that is diverse, kind and healthy</li></ul>	<ul style="list-style-type: none"><li>• Increase our raising concerns sub-scores from 6.6 to 6.9</li><li>• Increase our burnout sub-score from 5.2 to 5.5</li><li>• Reduce racist violence and aggression incidents to 15%, in line with the national average</li><li>• Reduce the number of minority ethnic staff involved in conduct and capability cases so that there is 0% variation against the numbers of white staff affected</li><li>• Reduce sickness rates to 3.5%</li><li>• Our people feel KMPT is a supportive and compassionate employer (increase our score from 6.9 to 7.1)</li><li>• Increase our work-life balance sub-score from 6.7 to 6.9</li><li>• Increase engagement score from 6.9 to 7.1</li></ul>



# 3. We lead in partnership to deliver the right care and to reduce health inequalities in our communities



## Why this been chosen as a priority...

NHS England introduced a national community mental health framework through the Long-Term Plan in 2019. We are part of shaping this transformation for our local communities which will significantly change how we deliver community mental health care.

We want to improve how we respond to external pressures to help our partners and our service users. Levels of delayed transfers of care and seeing people quickly in a crisis are the biggest challenges to our ability to deliver the right care, at the right time for our service users.

Our communities are the most deprived and have the highest rates of suicide in the country. We have a crucial role working with our partners on joint initiatives to reduce local suicides and self-harm. We also need to work closely with our partners to support the physical health and wellbeing of people across our communities to improve the local life expectancy.

We have committed to helping the UK reach its levelling up goals. We are doing well in many areas, but need to focus on other areas including opportunity, progression and the cost of living to help those in our communities.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
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| 3.2 Work together to deliver the right care, in the right place at the right time | <ul style="list-style-type: none"><li>• More women experiencing severe perinatal mental health will get specialist treatment</li><li>• People are seen and discharged from hospital without unnecessary delay</li><li>• There is reduced pressure in emergency departments and across our own hospital occupancy</li></ul> | <ul style="list-style-type: none"><li>• Increase the number of women with severe perinatal mental health needs who have access to specialist care</li><li>• Reduce the length of stay for patients waiting onward transfer by 75%</li><li>• Decrease our bed occupancy to 85%</li><li>• Work with our partners to assess 95% of people in a crisis within 4 hours</li></ul> |
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Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
3.1 Bring together partners to deliver location based care through community mental health framework transformation	<ul style="list-style-type: none"><li>• People will have access to psychological therapies, improved physical health care, medicines management, employment support and self-harm support, as well as support for substance use disorders</li><li>• People will have greater choice and control over their care, so they can live well in their communities</li></ul>	<ul style="list-style-type: none"><li>• Increase the number of patients accessing care in the Mental Health Together service</li><li>• See 85% of urgent referrals in 24 hours</li><li>• See 85% of routine referrals within 4 weeks</li><li>• Introduce agreed outcome measures to monitor patient care and experience</li></ul>

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| 3.3 Play our role to address key issues impacting our communities | <ul style="list-style-type: none"><li>• We help prevent self-harm and suicide across Kent and Medway by working with system partners</li><li>• People with mental health, learning disability and autism receive equality in their physical and mental health care</li><li>• We are delivering on priorities to improve social mobility for our people, our service users and our communities</li></ul> | <ul style="list-style-type: none"><li>• Fulfil our role to deliver joint initiatives to reduce suicide and self-harm</li><li>• 85% of people with a severe mental health illness presenting through Mental Health Together will have a physical health check</li><li>• 85% of people in our care with learning, disability and autism are referred for an annual physical health check</li><li>• Improve social mobility and inequality through our commitment to deliver against the 14 levelling up goals</li></ul> |
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# 4. We use technology, data and knowledge to transform patient care and our productivity

## Why this been chosen as a priority...

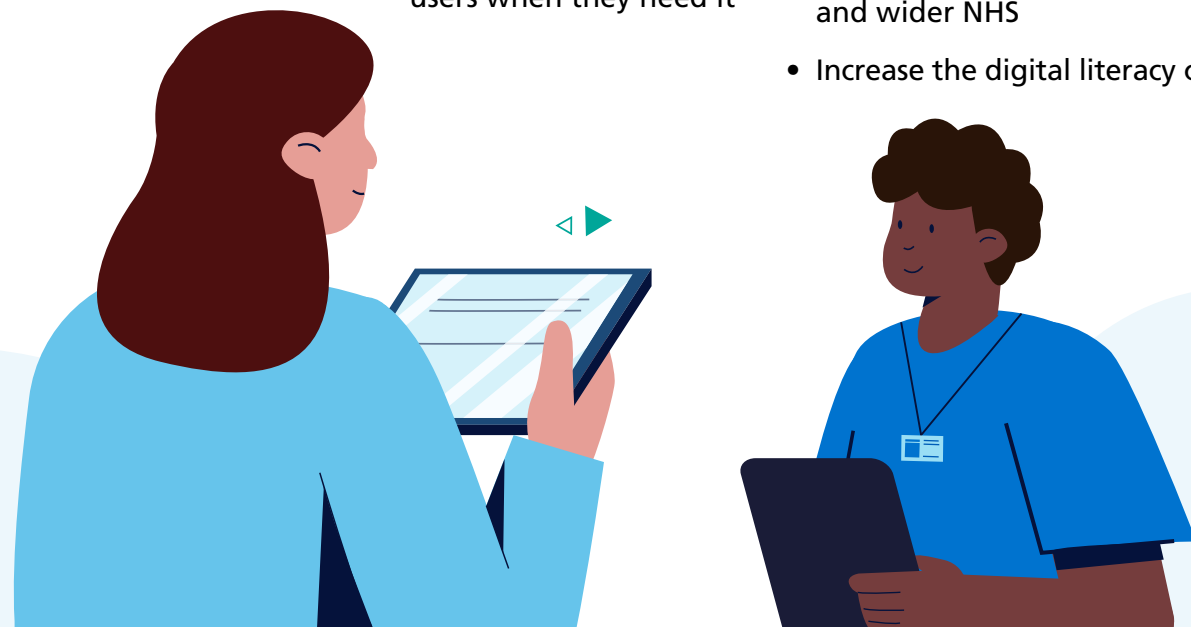
Leaders and managers don't always have the right information, or the capability to interpret it, to spot problems quickly, respond effectively and inform a longer-term perspective. We must make better use of our data to understand current system performance, and continually improve our ways of working.

Triangulating data is a challenging and complicated process and often data from different sources is recorded on different systems. We need to improve the data and communication between our systems, in particular data across incidents, complaints, claims and employee relations.

Digital transformation is a top priority for the Department of Health and Social Care and NHS England. We have been set goals to build our digital capabilities, invest in long-term digital transformation, and meet the digital standards expected of us. In order to do this, we will focus on freeing up our people's time so they spend less time inputting data and more time delivering value. We need to offer our service users an improved experience where they have access and freedom to manage their own care.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
4.1. Have consistent, accurate and available data to inform decision making and manage issues	<ul style="list-style-type: none"><li>• Our leaders and managers will confidently use high quality data to inform short and long-term evidence based decisions</li><li>• Data and communication between teams is triangulated quickly, easily and accurately</li></ul>	<ul style="list-style-type: none"><li>• Reduction in time spent capturing and revalidating non-value adding data by 25%</li><li>• Our leaders and managers have increased access to reliable data and knowledge to help decision making</li><li>• Sharing information and data internally is smoother and quicker and we have one version of the truth</li></ul>

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
4.2 Enhance our use of IT and digital systems to free up staff time	<ul style="list-style-type: none"><li>• Our people will have technology that enables them to spend more time delivering value</li><li>• We will streamline our processes, making them more efficient and cost effective</li><li>• Our staff are fully capable, confident, and motivated to use digital technology</li></ul>	<ul style="list-style-type: none"><li>• All digital solutions are co-designed by clinical and digital staff</li><li>• Clinical staff report that our Electronic Patient Records System is quicker and easier to use</li><li>• Electronic solutions have been deployed for medicines, ordering investigations, patient safety alerts and bed management</li></ul>
4.3 Effective digital tools are in place to support joined-up, personalised care	<ul style="list-style-type: none"><li>• Service users are empowered to access and manage their care digitally</li><li>• Improved sharing of information between organisations provides the right care to service users when they need it</li></ul>	<ul style="list-style-type: none"><li>• Electronic solutions have been delivered for referrals and consultations</li><li>• A service user portal has enabled access to personalised information and freedom to control their own care</li><li>• Reduce the number of serious incidents, complaints and investigations associated with information sharing across the system and wider NHS</li><li>• Increase the digital literacy of our workforce</li></ul>





# 5. We are efficient, sustainable, transformational and make the most of every resource

## Why this been chosen as a priority...

Growing demand, rising costs and constrained financial resources are a challenge for the whole of the NHS. We can make a number of changes to deliver efficiency and become more effective on a sustainable basis. We must continue to collaborate and support our partners across the Kent and Medway system to deliver long-term sustainability and to ensure we have timely investment in services.

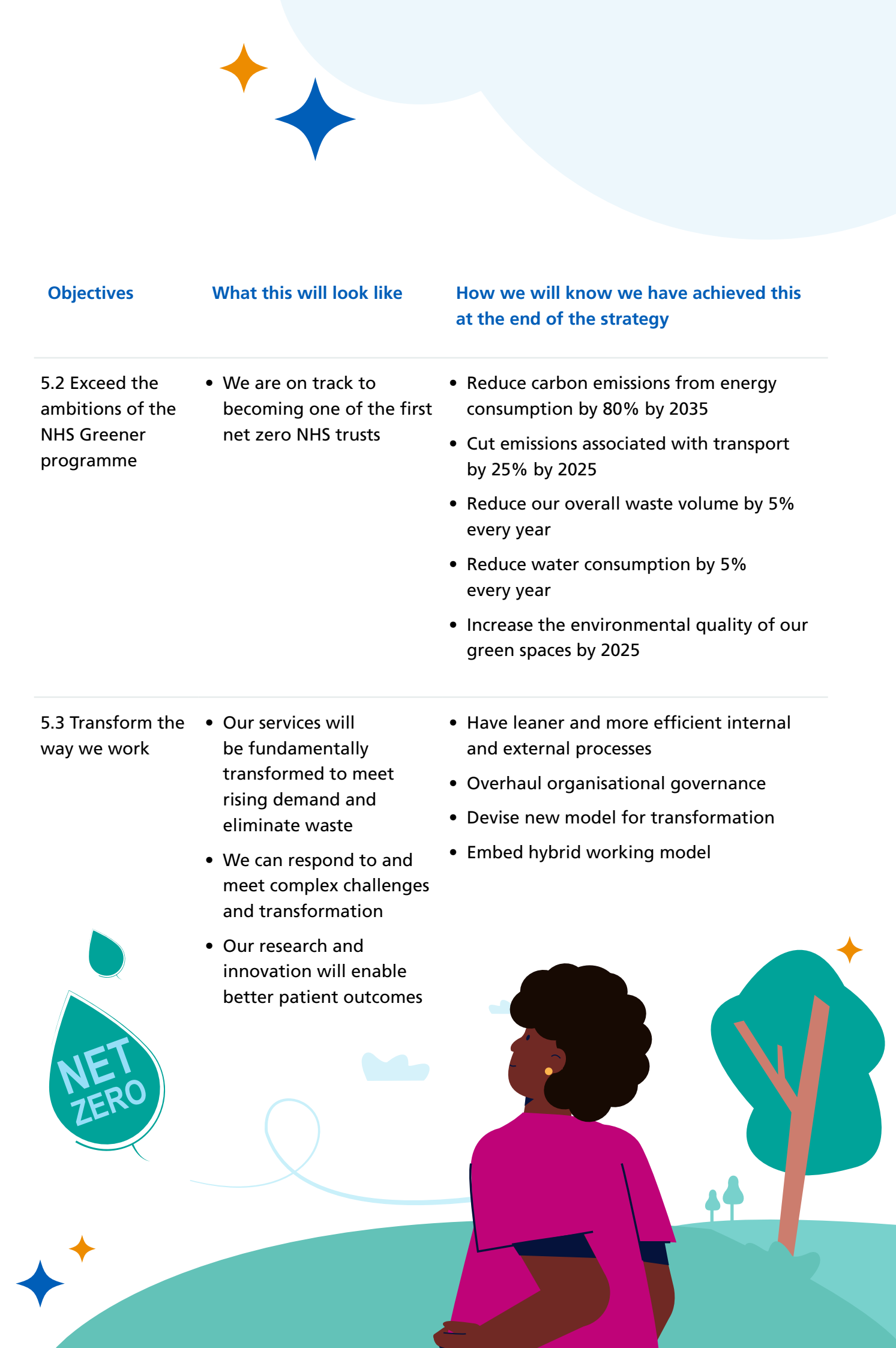
We see significant potential to improve our services by improving our operational management capability. There is too much

unwarranted variation in service delivery so we need to raise the quality of consistency of care we offer across the board. That starts with capturing the right data to inform decision making and to stop capturing data that does not add value.

In 2022 we published our Green Plan, which set out our commitment to minimise our environmental impact from our services and operations while promoting sustainable mental healthcare. This remains a key focus of our work going forward.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
5.1 Achieve financial sustainability	<ul style="list-style-type: none"><li>• We manage a growing demand, while ensuring that high-quality services are delivered safely within the resources given to us</li></ul>	<ul style="list-style-type: none"><li>• Achieve recurrent annual break-even financial position</li><li>• Eliminate our underlying deficit</li><li>• Reduce unwarranted variation in services</li><li>• Forecast mental health capacity and meet demand</li></ul>

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
5.2 Exceed the ambitions of the NHS Greener programme	<ul style="list-style-type: none"><li>• We are on track to becoming one of the first net zero NHS trusts</li></ul>	<ul style="list-style-type: none"><li>• Reduce carbon emissions from energy consumption by 80% by 2035</li><li>• Cut emissions associated with transport by 25% by 2025</li><li>• Reduce our overall waste volume by 5% every year</li><li>• Reduce water consumption by 5% every year</li><li>• Increase the environmental quality of our green spaces by 2025</li></ul>
5.3 Transform the way we work	<ul style="list-style-type: none"><li>• Our services will be fundamentally transformed to meet rising demand and eliminate waste</li><li>• We can respond to and meet complex challenges and transformation</li><li>• Our research and innovation will enable better patient outcomes</li></ul>	<ul style="list-style-type: none"><li>• Have leaner and more efficient internal and external processes</li><li>• Overhaul organisational governance</li><li>• Devise new model for transformation</li><li>• Embed hybrid working model</li></ul>



# 6. We create environments that benefit our service users and people

## Why this been chosen as a priority...

Following the pandemic we're changing how we use our offices, clinical estate and other spaces. We need buildings that can support our changing needs. This means increasing the utilisation and quality of our estate.

In support of the government's promise to eradicate mental health dormitory wards, we

secured capital investment to replace our last remaining dormitory ward (Ruby).

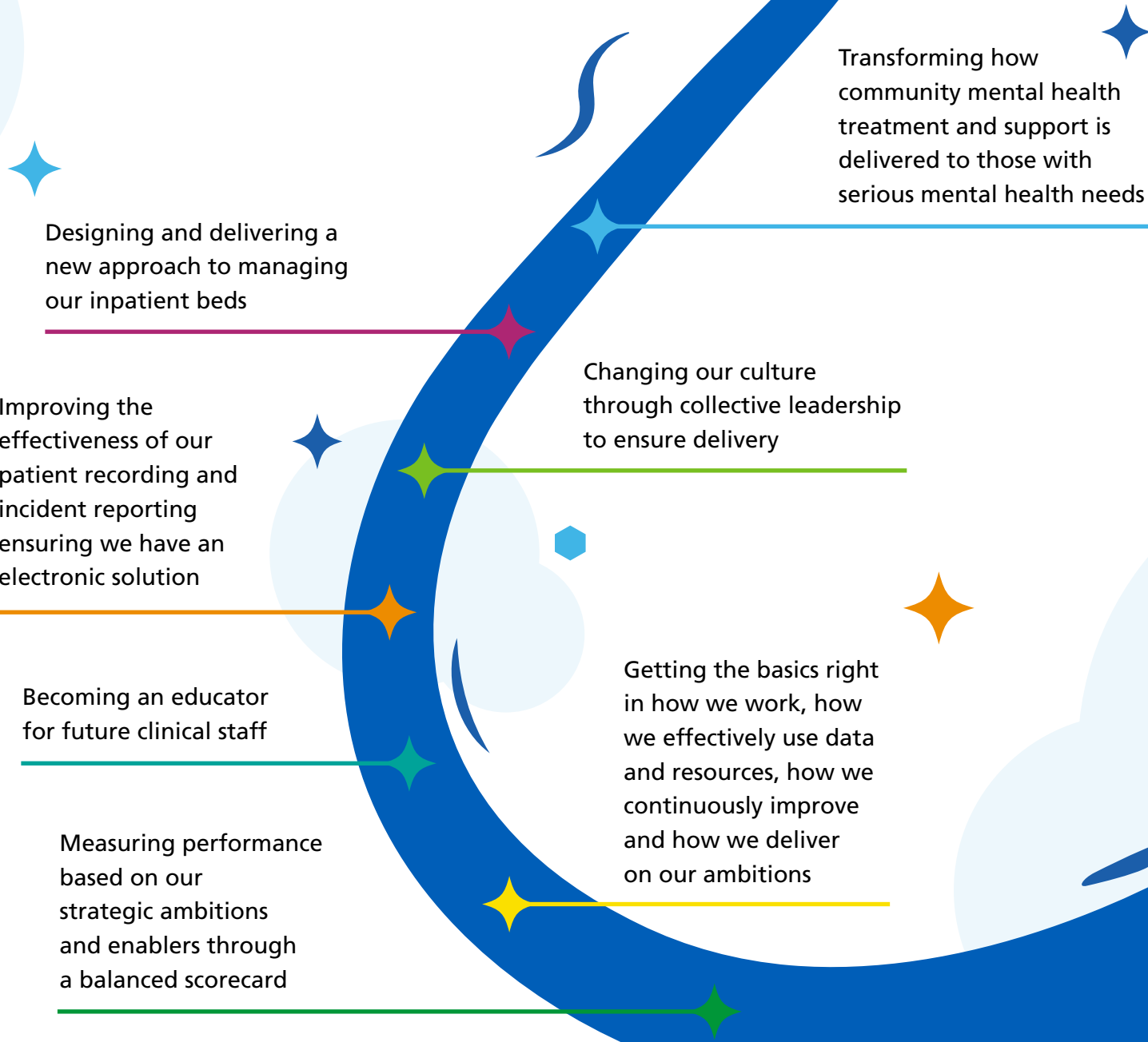
It is vital in the treatment of our service users that our clinical estate is safe, high quality and therapeutic. In some areas this is not the case and we will work with partners across the system to find better solutions.

Objectives	What this will look like	How we will know we have achieved this at the end of the strategy
6.1 Maximise our use of office spaces and clinical estate	<ul style="list-style-type: none"><li>• Our office spaces and clinical estate support service and workforce capacity</li><li>• We have shared spaces and estates with our system partners to meet the needs of our local population</li><li>• Our staff are happy in their working environment</li></ul>	<ul style="list-style-type: none"><li>• Release office space footprint and increase clinical space through hybrid working and new ways of delivering integrated models of care by 10%</li><li>• Secure shared clinical spaces with our partners</li><li>• Increased staff satisfaction with estates maintenance of office and clinical spaces</li><li>• Improve the efficiency of our estate and invest in more maintenance</li></ul>
6.2 Invest in a fit for purpose, safe clinical estate	<ul style="list-style-type: none"><li>• Our buildings are safe, secure and fit for purpose, enabling outstanding care for our service users</li><li>• Our service users have their own rooms and are in single sex wards</li></ul>	<ul style="list-style-type: none"><li>• Prioritise patient safety and backlog maintenance</li><li>• We repurpose our estate to recycle back into our existing buildings Completion of Ruby Ward build</li></ul>



# How we will get there

Everyone in the trust is responsible for participating in and working towards achieving our strategy. We need to make significant changes across the organisation to deliver our strategic ambitions and enablers. Some of the most significant change projects we will deliver over the next three years include:



# Measuring our performance

Over the course of our strategy we will build on the outcome measures of performance against our strategic priorities and strategic enablers. This will include annual and three- year targets against key measures.

In some areas, fundamentally we need to get the basics right – only capturing data that is value adding, and introducing new ways to measure and benchmark our existing performance so that we can learn, improve and ultimately achieve outstanding mental health care.





**Kent and Medway  
Mental Health**  
NHS Trust