

# Maidstone and Tunbridge Wells NHS Trust

Our five year strategy

2021 – 2026





## Our Trust

# We are a large acute hospital Trust in the south east of England.

We provides a full range of general hospital services and some aspects of specialist complex care to around 590,000 people living in the south of West Kent and the north of East Sussex

We have a team of over 5000 full and part-time staff.

We provide specialist cancer services to around 1.8 million people across Kent and East Sussex via the Kent Oncology Centre, which is sited at Maidstone Hospital, and at Kent and Canterbury Hospital in Canterbury.

We also provide outpatient clinics across a wide range of locations in Kent and East Sussex.



## Working with others

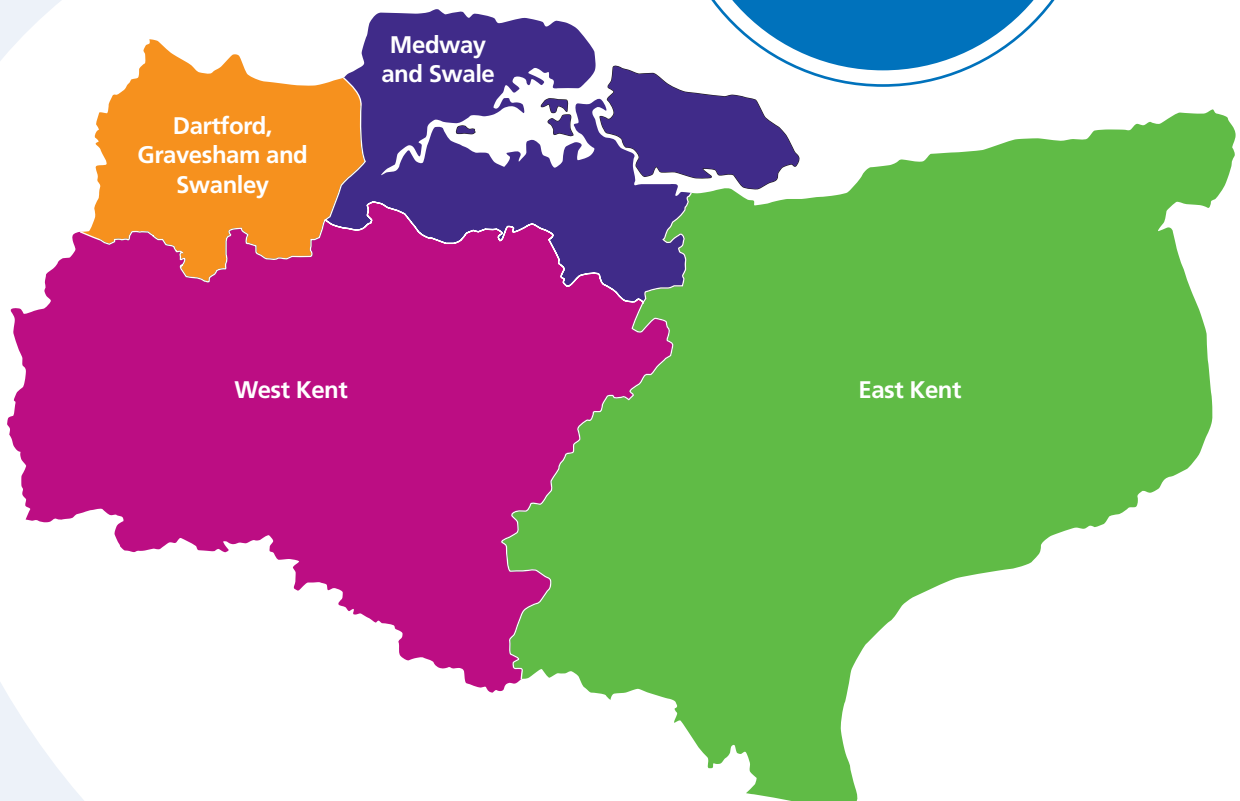
### Maidstone and Tunbridge Wells NHS Trust is part of the Kent wide **Integrated Care System**.

This partnership has recently been formulated into an Integrated Care System (ICS) that will bring health and social care together across Kent so that we are providing the best possible care for our population in the most appropriate place.

This will mean working more closely than ever with our colleagues from the county, district and borough councils to ensure that we are working holistically across Kent.

We have developed a model of integrated care based on population health needs and holistic, individualised personal care that covers both planned and unplanned care for both physical and mental illness via integrated pathways across primary, secondary and social care with an emphasis on prevention and care in the community.

Within the Kent wide ICS there will be four Integrated Care Partnerships (ICP) with MTW within the West Kent ICP.



# Our strategy pyramid

All improvement activity, regardless of size and impact has a simple and **direct link** to the organisation's vision of Exceptional People, Outstanding Care (EPOC).

This ensures all projects, activities and goals are aligned to the strategy, and provides a clear line of sight, for individuals across the whole organisation, to see how, what they do, contributes to the goals of our Trust.



At the very heart of our strategy are the people we serve

The West Kent ICP is one of 4 in Kent and Medway. The population that we serve is predominantly based around the 65 and under age bracket however over the next 20 years we expect to see that change substantially as the over 85 cohort grows exponentially compared to other age cohorts.

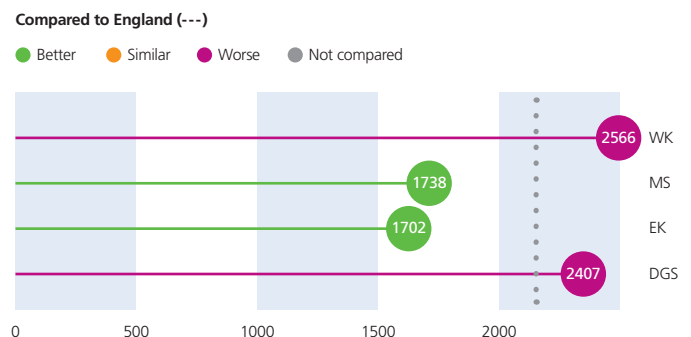
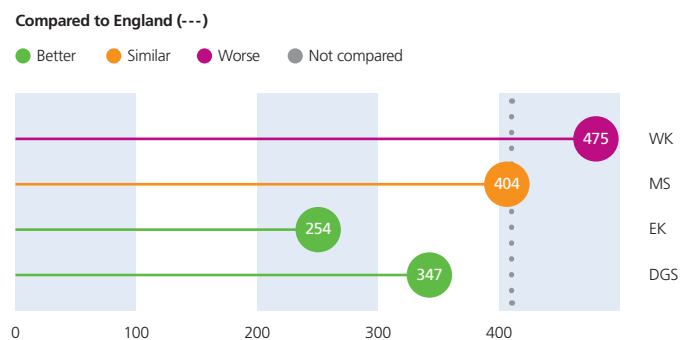
**This will increase pressure on public services unless we think differently about how we provide care for the whole population of West Kent.**

While we have a similar life expectancy at birth for both Males and Females (81.2 and 84.5 respectively) to that of the rest of England (79.6 and 83.1) we have significantly lower rates of smoking, obesity and alcohol misuse compared to both the rest of Kent and Medway and the rest of England.

On screening rates again we have better statistics than the rest of England and the best in Kent and Medway when it comes to screening for breast, bowel or cervical cancer.

One area however where we lag behind both the rest of England and other ICPs in Kent is Hospital admissions as a result of self-harm for the 10-24 year old cohort. We are working on this as one of the key priorities for the ICP to address through community mental health services.

The other area where in West Kent we lag behind both England and other ICPs within Kent and Medway is in Emergency hospital admissions due to falls in people aged 65 and over, where again we are working with partners on a comprehensive frailty approach across the ICP to address this, while within MTW reducing falls is one of our key objectives for 2019/20



We have significantly lower rates of smoking, obesity and alcohol misuse compared to both the rest of Kent and Medway and the rest of England.

# Our mission and vision statement



## Mission

Our mission is to be there for our patients and their families in their time of need and to empower our staff so that they can feel proud and fulfilled in delivering the best care for our community.



## Vision

Excellent people, outstanding care.





# Our pride values are at the heart of everything we do



## Patient first

We always put the patient first.



## Respect

We respect and value our patients, visitors and staff.



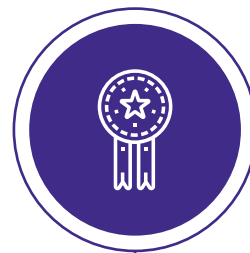
## Innovation

We take every opportunity to improve services.



## Delivery

We aim to deliver high standards of quality and efficiency in everything we do.



## Excellence

We take every opportunity to enhance our reputation.



We are delivering six strategic initiatives.



● **Clinical strategy**

The key changes we want to make to improve services for our patients.

● **Digital transformation strategy**

Using technology and analytics to improve efficiency and effectiveness across the organisation.

● **EPOC improvement programme**

Giving our staff the skills they need to realise our vision.

● **West Kent integrated care partnership**

Working with partners across west Kent to provide outstanding care.

● **People and organisational development strategy**

Making MTW a great place to work, that is always learning.

● **Patient and carer strategy**

Ensuring our partners and carers are at the forefront of all we do.





Our trust strategy is underpinned by six more detailed strategies.



### ● **Clinical strategy**

Our Clinical Strategy has been built bottom up by the constituent services working through their plans for improving the care we provide.

### ● **Workforce strategy**

Our workforce strategy focuses on both how we can provide the most effective care to our patients and how we can develop and empower our staff.

### ● **IT and informatics strategy**

Our IT and Informatics Strategies explain how we will use technology and advanced analytics to deliver personalised care to our population and enable truly cross organisational working.

### ● **Estates and facilities strategy**

Our estates and facilities strategy details how we will develop our hospital sites to enable both the best care today and in the future.

### ● **Financial strategy**

Our financial strategy explains how we prioritise our developments and how we ensure that everything we do delivers value for money for the tax payer.

### ● **Patient and carer strategy**

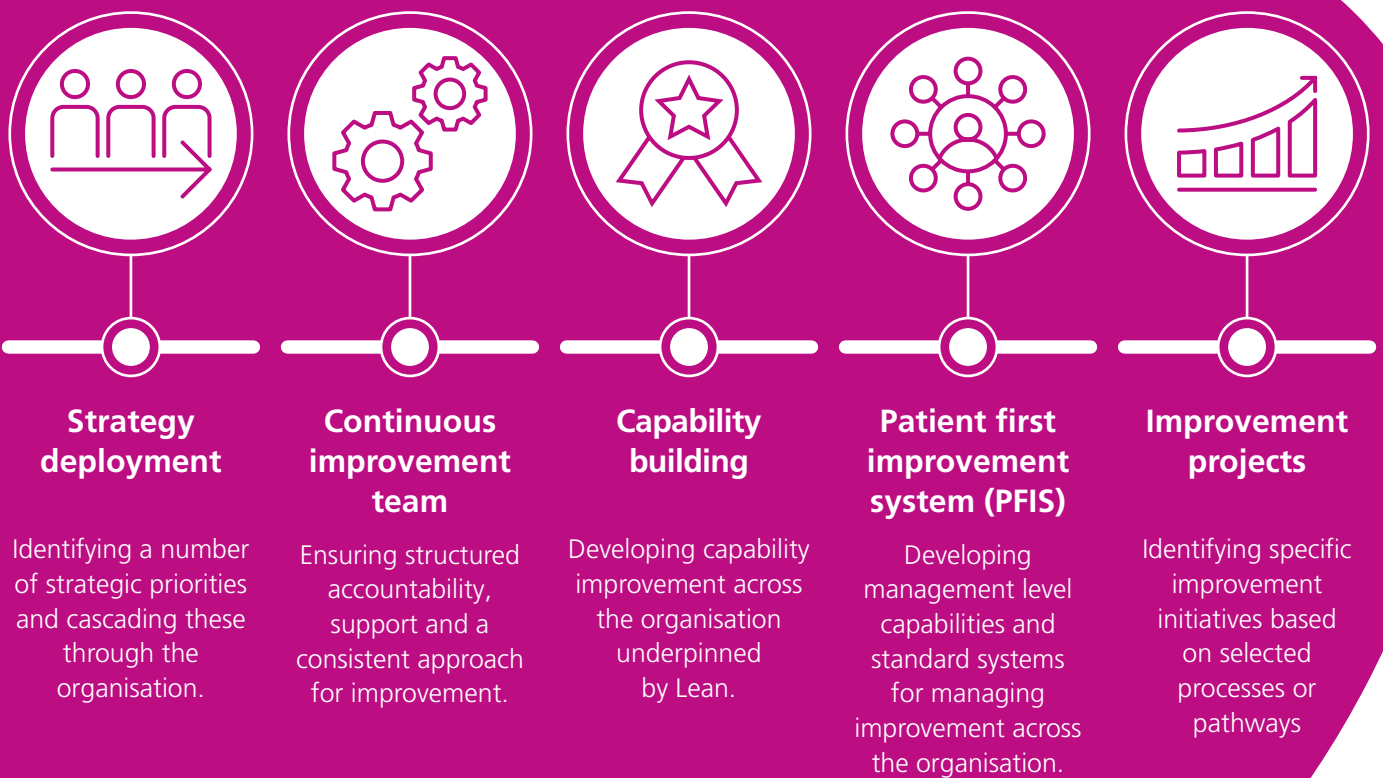
Our patient and carer strategy explores the 'Patient Experience,' what our patients and carers want, and what the Trust is striving to achieve. It sets out to improve, sustain and develop essential aspects of care and how we measure progress.

### ● **Quality strategy**

Our Quality Strategy has been co created around three core quality objectives of creating a safety focussed culture, continuously improving patient and staff experience with clinically effective services, learning the lessons from our care delivery within a blame free culture.

# Our exceptional people, outstanding care

improvement programme provides the structured approach we use across the organisation to support delivery of our vision.



# Our deployment processes and QI methodology drives our strategic change on the ground.

**At MTW we are committed to continually improving the care you and your loved ones receive.**

All of our strategy formulation is clinically led to ensure that we are putting the quality of your care at the forefront of how we develop as a Trust.

We have trained all of our staff in the Exceptional People Outstanding Care Improvement Programme underpinned by lean continuous improvement methodologies.

Our teams use this methodology to:

- Plan and implement their strategies.
- Develop specific Quality Improvement Projects to improve our services.
- Identify and implement small scale every day changes to ensure that every day we make things better.
- Plan their divisional and directorate business needs for the year ahead.
- Deliver and provide assurance on their plans for the year.



# Our vision of exceptional people, outstanding care has **six domains with clear goals.**

	Our vision	Strategic goal	Current target	
QUALITY	<b>Patient experience</b>	To meet our ambition of always providing outstanding healthcare quality we need people to have a positive experience of care and support.	A sustained, downward trajectory of concerns in relation to all aspects of communication/information provision. To provide assurance that all concerns relating to communication have been addressed and fed back to the patients. To have zero occurrence of communication themed complaints.	To reduce the overall number of complaints or concerns each month.
	<b>Patient safety and clinical effectiveness</b>	Working together to put quality at the heart of all that we do. Achieving outstanding clinical outcomes with no avoidable harm.	Zero harm episodes.	A reduction in harm by March 2022.
	<b>Access</b>	Ensuring all of our patients have access to the care they need to ensure they have the best chance of getting a good outcome.	To ensure we are achieving all constitutional patient access standards.	We will achieve a 50% reduction in 52 week breaches by September 2021 and by April 2022 we will achieve the RTT standard whilst also ensuring no patient waits longer than 52 weeks for treatment.
	<b>Systems and partnerships</b>	Working with partners to provide the right care & support, in the right place, at the right time.	No patients who could be treated in our community are transferred to our hospital or who could be treated in West Kent are transferred out.	The target is to reduce non elective bed days to a monthly average of <550 an approx. 10% reduction)
	<b>Sustainability</b>	Living within our means providing high quality services through optimising the use of our resources.	Continued delivery of financial plan, with a modern and fit for purpose environment and infrastructure.	Delivery of financial plan, including operational delivery of capital investment plan.
	<b>People</b>	Creating an inclusive, compassionate and high performing culture where our people can thrive and be their best self at work.	We will achieve continuous improvement to take MTW to the best place in the NHS Staff Survey amongst Acute Trusts.	We will be amongst the top performing Acute Trusts for recommending MTW as a place to work.

We will review our objectives annually through the Strategy Deployment Review process.



In 2021/22 we will deliver **measurable improvements** across each domain supporting our vision.

QUALITY

Our vision	Breakthrough objective
Patient experience	To reduce the overall number of complaints or concerns each month.
Patient safety and clinical effectiveness	Reduction in slips, trips and falls.
Access	Ensure activity levels for theatres , diagnostics and outpatients match those pre Covid.
Systems and partnerships	Decreasing the volume of high and very high AEC sensitive conditions being admitted to our bed base as NEL admissions.
Sustainability	Reduce the amount of money the Trusts spends on premium workforce spend from c.£48m to target level by April 2022.
People	Each department and team improves their 'recommendation as a place to work' proportionate to overall Trust performance.

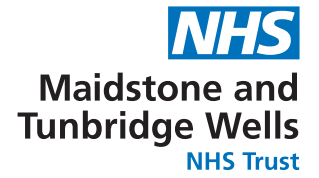


# Exceptional people, outstanding care









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