

# Experience of Care strategy 2024 - 2029





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# Foreword

I am very pleased to introduce our new Experience of Care Strategy for 2024 – 2029; this strategy outlines MTW’s recognition of, and commitment to, the importance of the patient and carer experience. We want all our exceptional people to deliver outstanding care which treats each patient as an individual, recognises their needs and cares for them with compassion.

Everyone in our organisation has a role to play in contributing to a positive patient experience, and this strategy provides a foundation on how we will achieve this.

Through engaging and listening to patient, carer, partner and staff feedback we have identified what is most important to those in our care. These invaluable insights have helped to define our objectives:

- We will improve how we communicate, listen and respond.
- Patients and families will be central to decision-making.
- We will deliver locally-based and accessible services.
- We will deliver care with kindness and compassion.

I am proud to launch this strategy. It details a structured approach to improving the experience of care, how progress will be monitored and our ongoing partnership working with patients, carers and stakeholders. By delivering against these commitments we will continually develop the care we provide and put the patient and their experience of care at the centre of everything we do.

**Jo Haworth** Chief Nurse



MTW employs a team of around  
**8,000**  
permanent staff and over 200 volunteers



# Why we are doing this

We know compassionate, high quality care is safe and effective. Importantly it also gives our patients, and the people who support them, the best possible experience.

Each of us has a role to play and by working together we can ensure the experience of care at MTW is everyone's business.

A patient's experience of care matters to them. They want to feel heard and supported. By listening to their experiences of care received, from a single appointment to regular treatments, we can improve and develop what we provide. This is why our focus is on working together in decision making and the design of the service. This is known as 'co-production' and we are committed to

making every effort to involve our patients and those that support them in what we do.

In NHS England's Experience of Care framework and guidance 'Working with people and communities'<sup>1</sup>, learning for improvement and collecting feedback are considered key areas for reviewing patient experiences alongside leadership, culture and analyses. We have used these areas to help design this new strategy.



Research has shown that a positive experience of care leads to better health outcomes and a shorter stay in hospital. Here at MTW, the importance is seen in our strategy triangle. Experience features as a core strategic

theme supporting our Trust PRIDE values (Patients, Respect, Innovation, Delivery and Excellence) and delivering our vision of 'Exceptional people, outstanding care'.

## Our strategy triangle

**Our vision**  
Everything we do supports our vision

**Our PRIDE values**  
At the heart of what we do

**Our strategic themes**  
What we will focus on

**Our strategic foundations**



<sup>1</sup><https://www.england.nhs.uk/get-involved/involvementguidance/>



# Our local population

Our local population in Kent and Medway is changing and growing. People are living longer and with increasingly complex health needs.

By 2040, we expect the local population to have increased by an additional 110,000 people. The number of people over 65 is expected to grow by 45% and over 85s by 79%. We expect to see more patients experiencing falls and frailty, and people will live with single and multiple long-term health conditions for longer.

Inequalities in life expectancy also exist. These are a result of the differences in how care is accessed by different communities. We need to improve access for all, joining up services between Health and social care, and there is a growing trend for patients to manage their health through self-care and staying well.

Our Experience of Care strategy 2024-2029 outlines our ongoing commitment to improve the experience for all our patients and carers, and this includes a focus on addressing health inequalities over the next five years.



# Our services

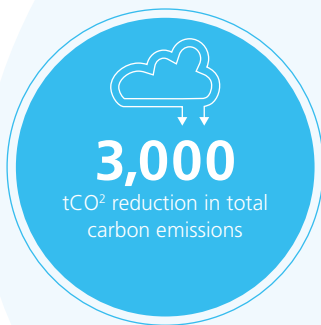
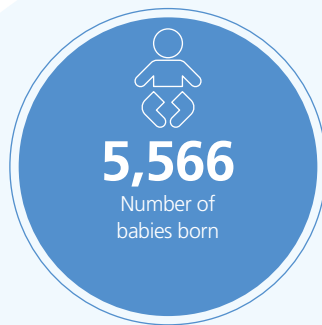
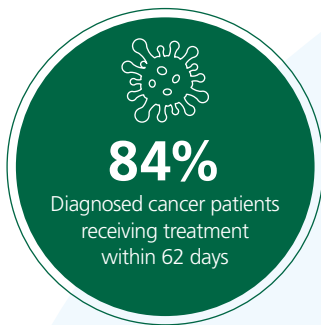
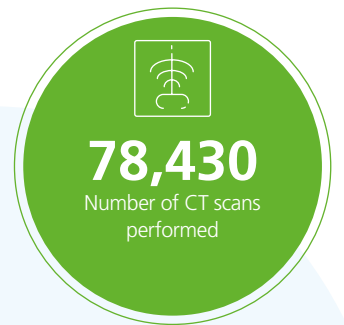
Ensuring our patients have access to the best possible care is a key priority and in recent years our teams have focussed on developing and improving our services.

The dedication from colleagues has resulted in key achievements such as our Kent Oncology Centre now providing some of the quickest access to cancer care in the country. We've also ensured that no patient has waited more than 52 weeks for elective surgery. Despite these improvements, we know there is more to do to meet the needs of local people, consider individuals and make it easier for them to share feedback.

In their most recent report, the CQC also said the Trust engaged well with patients and communities, working

with partner organisations to improve services to patients and those that support them. They rated our delivery of care at MTW as 'good'.

To give a better understanding of the services we provide to patients over the course of a year, here is a snapshot of the services we provide across our hospitals and outpatient centres. This includes some of the less visible but important ways we provide care, including catering, dispensing prescriptions and reducing carbon consumption in response to the drive for environmentally sustainable ways of working.



<sup>2</sup><http://www.hrm.org.uk/>





# Our people

## We have an exceptional workforce.

As a large acute trust in the south east of England, MTW employs almost 9,000 staff and 200 volunteers. We have over 1,500 different positions to support the delivery and experience of care. Here are the voices of a few of these

### Nursing and Midwifery

“Providing safe, quality care has a direct relationship with patient and carer experience and we will ensure our nursing and midwifery workforce are given the right tools to consistently be ‘skilled, kind and proud’, supporting us

people or teams, some with a specialist focus on the experience of our patients. We do however acknowledge that the experience of care is everyone’s business.

to provide outstanding care for our patients. At MTW, we will always make time to listen, learn and ensure we continue to improve.”

**Richard Gatune** Deputy Chief Nurse



### Medical workforce

“As doctors, ensuring our patients have safe and effective care is fundamental. One of my key priorities as Medical Director is to attract medical staff with the right skills to deliver the best care. Keeping our patients safe and using

innovative ways to treat them. I’d like to see more research here at MTW and for us to be seen as leaders in providing outstanding care.”

**Sara Mumford** Medical Director



### Healthcare Professionals

“At MTW we have over 500 Healthcare Scientists and Allied Healthcare Professions who provide specialist care and support to our patients. We have contact with over 90% of the patients and work in collaboration our partners in

the multi-disciplinary team. We are the third dimension of clinical care at MTW. I am also delighted that at MTW we are committed to being Veteran Aware, and providing special care for our Armed Forces communities.”

**Stacy Gough** Chief of Healthcare Professionals



### Patient Experience Team

“At MTW, our patients, families and carers are at the heart of everything we do. The Patient Experience Team supports our staff, patients and communities to provide the very best experience of care. We want to work in partnership with

people who use our services and we are committed to listening to our patients, including our hard to reach groups, to understand what matters to and is important to them.”

**Sarah Eastwood** Interim Patient Experience Lead



### Patient Experience Committee

“As an NHS trust, our patients rely on us in times of need and we are committed to making their experiences with us the most effective, safe and supportive as we can.

To do this, the Patient Experience Committee works with our patients, enabling services to fit their needs through prompt treatment and effective support.”

**Joanna Webber** Associate Non-Executive Director







## Voluntary Services

“The Voluntary Services Department at MTW leads a large team of volunteers ranging from 16-96 years old, who are a compassionate and supportive workforce. They complement our paid staff to enhance the experience of patients, carers, visitors and staff. Every volunteer is empowered to share

their expertise, ranging from infant feeding volunteers supporting new parents to the nine enthusiastic pets as therapy volunteers providing comfort and support.”

**Anne-Marie Swain** Voluntary Services Manager



## Administrative Services

“None of the services delivering care to patients would function without the fantastic administration people and teams. We are committed to supporting our patients with managing their appointments, discharge paperwork or

explaining plans for care. We appreciate this needs to be personalised, and that with the move towards paperless systems, we need to offer help to make this as easy as possible for everyone”

**Sean Briggs** Chief Operating Officer



## League of Friends

We have two supportive League of Friends charities at both main hospital sites. The League of Friends of Tunbridge Wells Hospital<sup>3</sup> supports both patients and staff to provide those extras to make their time more comfortable and pleasant. Over the years the League has raised millions of pounds towards a wide range of projects, including the latest

project, refurbishing the paediatric playroom. The League of Friends in Maidstone hospital<sup>4</sup> is also very active and continues to support the hospital, providing in excess of £100,000 each year to purchase items of equipment such as ECG machines and creative therapies for people with dementia.



## MTW Hospitals Charity<sup>5</sup>

“MTW Hospitals Charity is the registered charity of the Trust, providing additional resources for patients, visitors and staff; improving the care received and health outcomes. Through the support of our local community, MTW Hospitals Charity uses kind gifts to make a real difference to life at MTW.

Every penny we raise, and every penny given, makes a real difference to the hospitals and ensures we are here when our people need us the most.”

**Claire Ashby** Head of MTW Hospitals Charity



## Chaplaincy

“The MTW Chaplaincy Department exists to support and deliver inclusive, compassionate, person-centred pastoral, spiritual and religious care for patients, their loved ones, and our staff. Our team of substantive chaplains and supporting

volunteers offer a regularly visible and attentive presence to staff and patients across our sites. Our multi-faith centres provide staff and patients with valuable space to find quiet refuge and to reflect or pray.”

**Amanda Pink** Lead Chaplain



<sup>3</sup>[www.friendsoftwhospital.org](http://www.friendsoftwhospital.org)





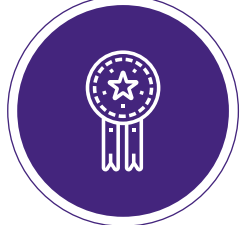
<sup>4</sup><https://maidstoneleagueoffriends.co.uk/>

<sup>5</sup><https://www.justgiving.com/mtwnhscharitablefund>

# What we have achieved so far

In 2018 we released our previous patient experience strategy titled 'Making it personal' and set out the plan to improve care against MTW's PRIDE values.

Looking back over the past six years, we have delivered many successes across our hospitals and outpatient centres.

				
<b>Patient first</b>	<b>Respect</b>	<b>Innovation</b>	<b>Delivery</b>	<b>Excellence</b>
<ul style="list-style-type: none"> <li>✓ Implementation of Patient First Improvement System (PFIS)</li> <li>✓ Patient partners in Maternity</li> <li>✓ Accessible Information standards group</li> <li>✓ Neurodivergent support project</li> <li>✓ Car park expansion planning</li> <li>✓ New Patient Safety partner</li> </ul>	<ul style="list-style-type: none"> <li>✓ Different not Less campaign</li> <li>✓ Digital navigation systems</li> <li>✓ iPads on wards for video calls</li> <li>✓ Easy read Signage</li> <li>✓ Translation software and bookable in-person facilitators</li> <li>✓ Implementation of the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) in end of life care</li> </ul>	<ul style="list-style-type: none"> <li>✓ Widespread completion of the Friends and Family Test (FFT)</li> <li>✓ Individualised End of life care plans</li> <li>✓ What Matters to Me boards</li> <li>✓ Collaboration with Involve Carers</li> <li>✓ Patients Know Best (PKB) portal Launched</li> <li>✓ New Public Research champions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Public consultations to design new services</li> <li>✓ Introduction of Community Diagnostic centre, Kent and Medway Orthopaedic Centre</li> <li>✓ New personalised care role in Cancer</li> <li>✓ Introduced SWAN volunteers to care for the dying patient</li> <li>✓ Virtual wards</li> </ul>	<ul style="list-style-type: none"> <li>✓ Adoption of the Veterans Awareness Charter</li> <li>✓ Nutrition and Hydration Committee established</li> <li>✓ Specialist Learning Disability liaison nurses</li> <li>✓ New Green plan for sustainable healthcare launched</li> <li>✓ Enhanced Supportive Care service working between acute and community in Cancer care</li> </ul>





# Where we are now

We know that while we often get it right in providing a good experience of care, further improvements are needed.

Quality care has never been more important to us. We are committed to listening to and acting on the feedback and experiences of everyone: patients, families, carers, local authorities, health and care system partners, voluntary sector colleagues and regulators.

In developing this strategy, we explored national and local

policy and guidance, and performed a self-assessment. We analysed our existing feedback and complaints to look at the emerging themes. We conducted a survey of our services and held a series of engagement workshops.

We are incredibly grateful to everyone who has taken the time to be part of this process. We have listened and you told us:

## What is a good experience of care?



A service you feel confident in

I want help navigating round the system

Staff that own difficult information – including having to wait

Involve my family

Give me enough information and make it timely

Staff who introduce themselves

Telling me clearly what is wrong

Give me time and really ask how I am feeling

It's all joined up

People know your story

Use my preferred name

I want to feel I have some control



## How can we ensure you feel listened to and involved?



Have an agreed point of contact or forum for families

It helps to have options, but also get advice from the experts

Allow enough time for the appointment

Provide a clear contact number or email for questions

See the 'whole person'

Allow for follow up conversations to make sure I've understood

Make eye contact, eyes off the screen

Don't judge me or my family

Encourage me to write down questions beforehand

Sometimes you need time to process the information

Demystify the process and prepare me

Show me the ward or treatment area



## How can we personalise your care?



Treat me as a human being

Empathy

Know your patient

Ask me how I like to be known

Brush teeth

Give me time

Send porters instead of an elderly spouse with a wheelchair

Involve my family

Offer a full washdown after surgery

Be kind to me

Continuity in people and tasks

Brush my hair





# We have identified the following from our feedback.

Most commonly this related to the importance of good communication and being treated with kindness. Receiving a personal experience and feeling cared for, being listened to and involved all made a difference to our patients and carers.

There were also reports of challenges with access to and from the hospitals, including parking.

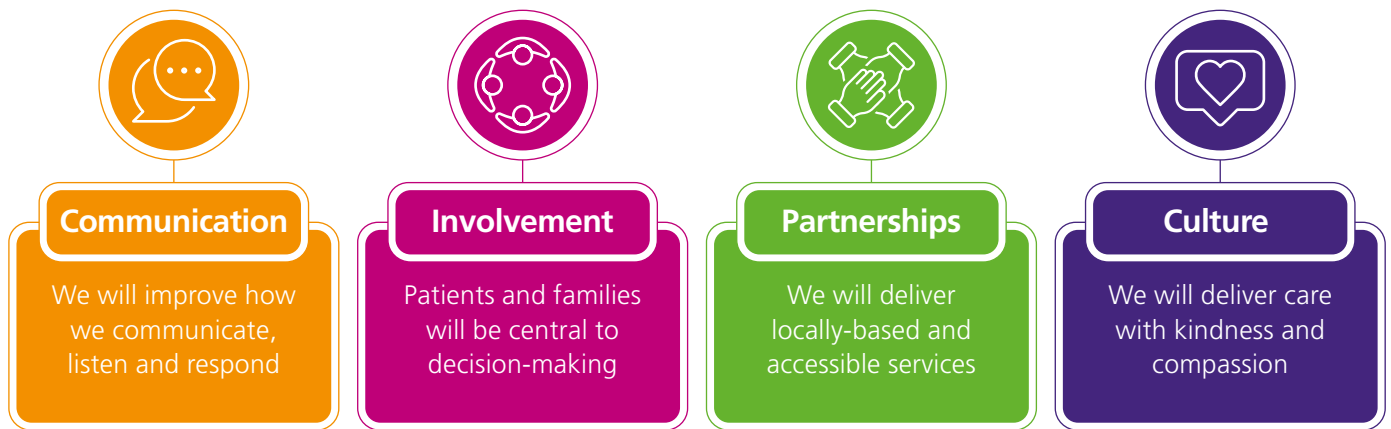
The experience of care is everyone's business



\*Transport arrangements will be further addressed via our Estates management forums

# Where we want to be

These are our strategic objectives for the next five years:



Following feedback, we know these are the key areas where we need to make improvements. This strategy sets out our commitment and ambition for these improvements. Against each we have identified priorities and an outline of actions,

the success of which will be measured by the improvements we make. Progress will be reported through our established committees and forums.



NHS England's definition of co-production for working in partnership with people and communities.



# Key domain 1 – Communication



Objective: We will improve how we communicate, listen and respond.

## Why it matters

When communication is effective, people feel informed, supported and engaged. It gives carers confidence and people feel more satisfied, leading to better overall health and wellbeing.

## Where do we want to get to?

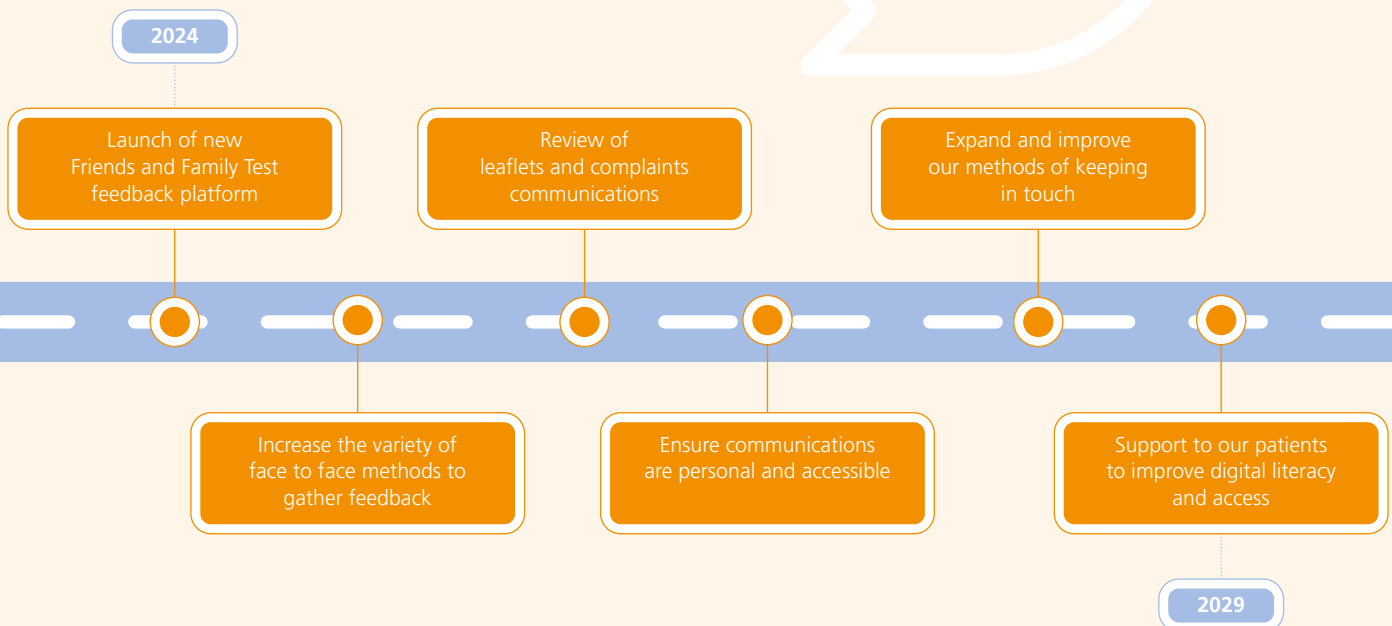
We want to ensure that no-one experiences barriers to care due to misinformation or poor communication. We will help you to navigate the system and do this by:

- Using your preferred methods for communicating.
- Ensuring we provide additional support when needed.
- Allowing time and listening to you.

## What success will look like:

- Patients and their carers tell us they feel listened to and communicated with effectively.
- Information will be consistently personal and accessible.
- Divisional patient stories will be introduced and heard across the Trust.
- There will be more focus groups in place for feedback.
- Clearer signposting to PALS services and the complaints process will be visible.
- Support to ensure digital literacy will be offered.

## How we will get there



# Key domain 2 – Involvement



## Objective: Patients and families will be central to decision-making.

### Why it matters

People will be able to make decisions based on knowledge and values. Being involved will bring a sense of ownership and improves participation in treatment. It will enable carers to be part of the experience and ensure they have a voice. It will enable us to jointly work on improvements in a co-produced way.

### Where do we want to get to?

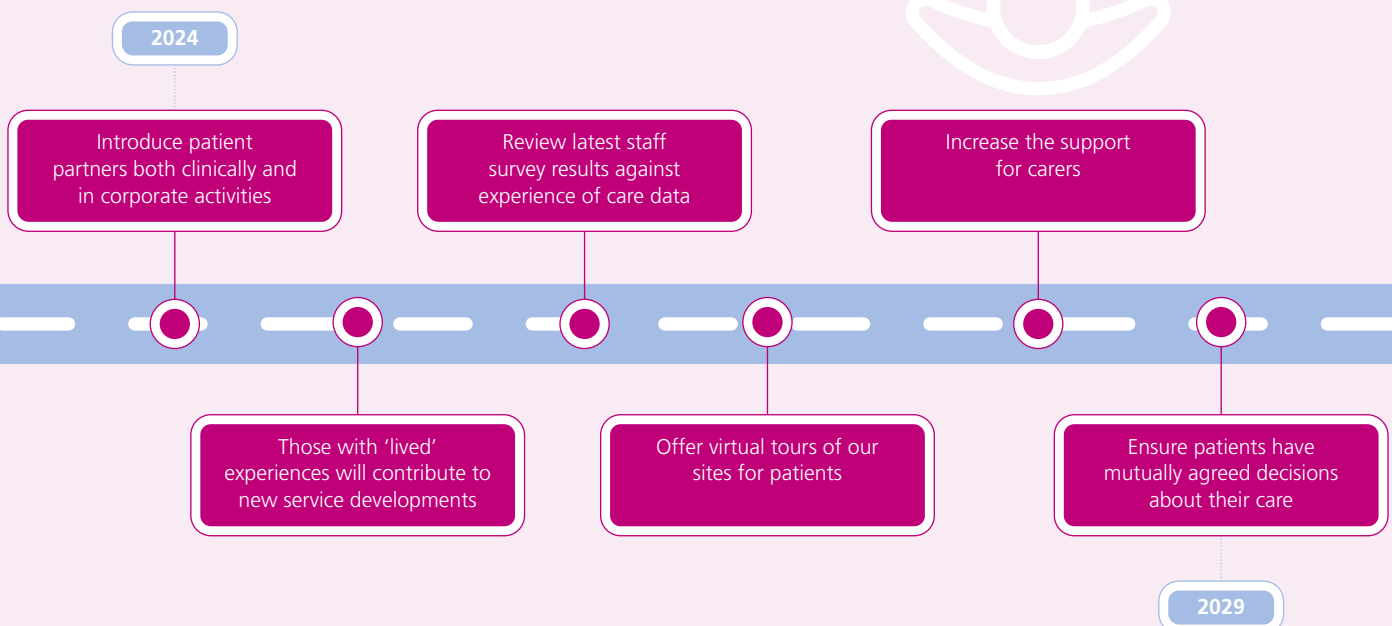
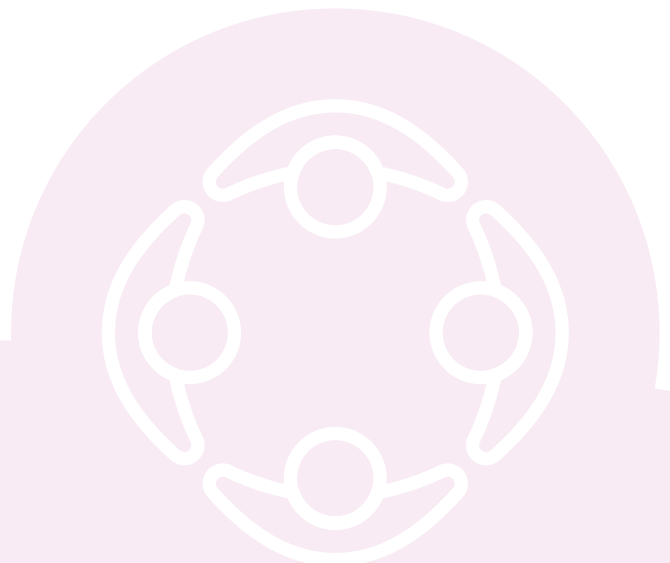
People and carers will be empowered to make decisions about care that is right for them at that time. Planning will be mutually agreed, and guidance will be given without being overly directive. People will feel connected and be given a choice. Carers will be supported to be involved. We will do this by:

- Creating opportunities for you to be involved.
- Asking for your opinion.
- Agreeing plans together.

### What success will look like:

- Patient partners and representatives integrated across the organisation.
- Regular reporting on staff survey against performance in the experience of care.
- Relatives clinics across inpatient areas.
- Completion of fully co-produced service improvements and reconfigurations.
- Increase in the reporting of shared decision-making.

## How we will get there



# Key domain 3 – Partnerships



## Objective: We will deliver locally-based and accessible services.

### Why it matters

Broadening our links with the whole community will allow us tailor service to meet different needs. It will help overcome inequalities and reduce barriers to care.

### Where do we want to get to?

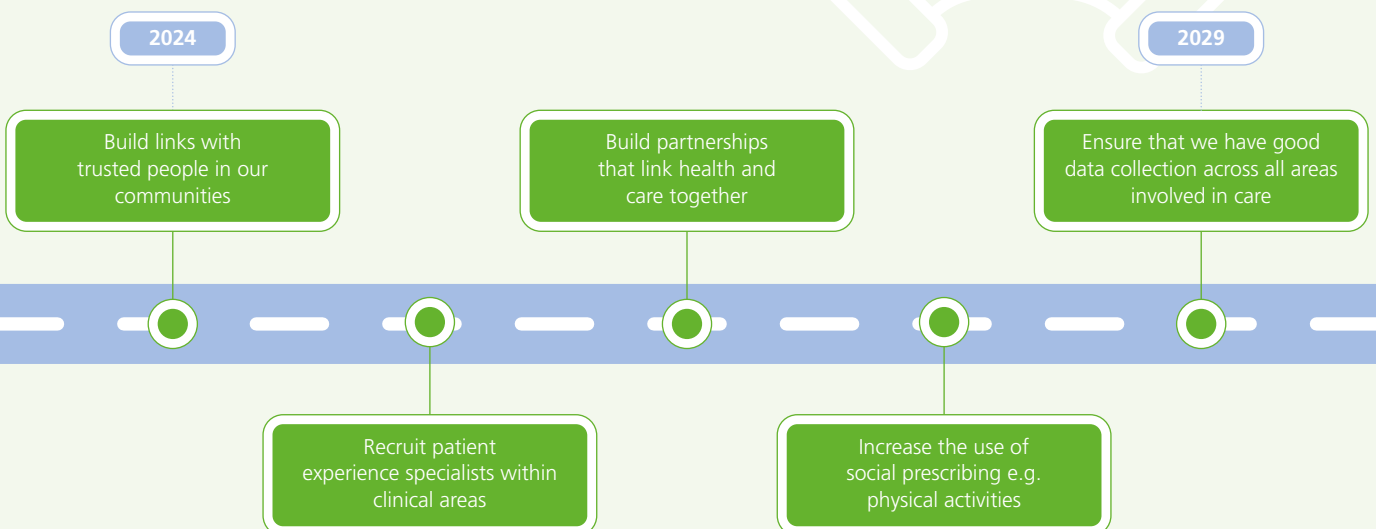
Care will feel inclusive and represent the whole community. It will feel seamless across settings and boundaries. Those with lived experiences will be equal partners in decisions. Care will be better planned. We will do this by:

- Making links with the people who are important to you.
- Thinking about the whole person.

### What success will look like:

- We will develop further and strengthen working with voluntary, community and social enterprises.
- There will be an increased number of patients recruited into research.
- Links will be established with faith group leaders.
- There will be joined up working with Kent & Medway healthcare partners
- We will fulfil our Veterans Awareness charter commitments.
- We will have improved diversity in the workforce.

## How we will get there





# Key domain 4 – Culture



Objective: We will deliver care with kindness and compassion.

## Why it matters

Feeling safe and valued will reduce stress and lead to better overall health and wellbeing. Kindness will build stronger relationships.

## Where do we want to get to?

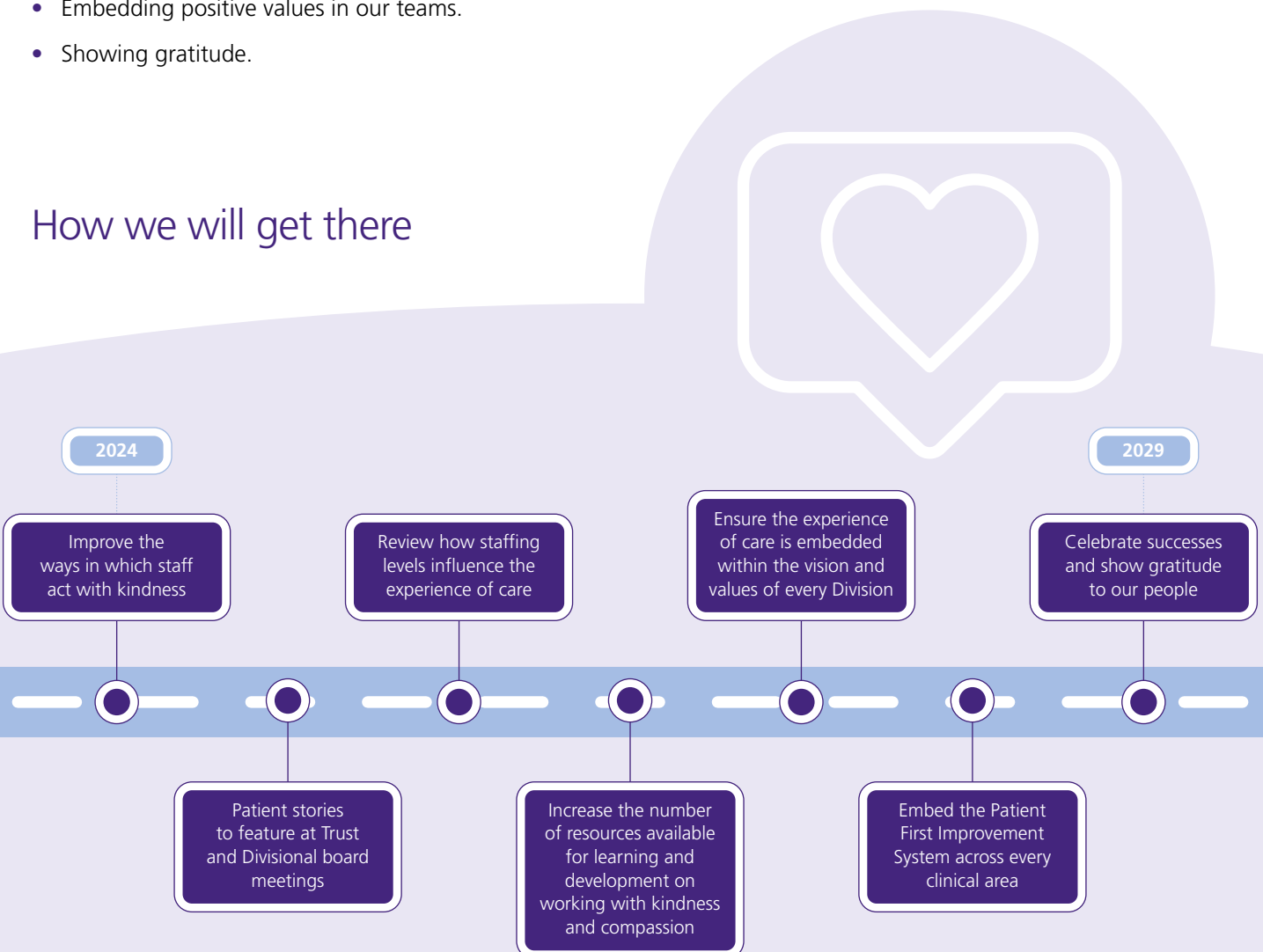
We will treat people and carers with dignity and respect. We will see the person and create a safe space. We want to know what matters to you and not just what is the matter with you. We will ensure care feels personalised and relatable. We will do this by:

- Using your preferred terms.
- Embedding positive values in our teams.
- Showing gratitude.

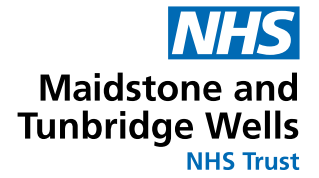
## What success will look like:

- Staff will have completed learning and development on courses such as Kindness into action; Compassionate organisations or Exceptional leaders.
- Improved use of experience of care data in clinical and staff meetings.
- More staff to be trained to use the Patient First Improvement System, to strengthen the inclusion of experience of care within improvement programmes.
- Reduction in complaints linked to staff attitude.

## How we will get there







**Maidstone Hospital**

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Maidstone  
Kent, ME16 9QQ

01622 729000

**Tunbridge Wells Hospital**

Tonbridge Road  
Tunbridge Wells  
Kent, TN2 4QJ

01892 823535