

Better health and care in east Kent:

Time to change





What's this about?

Better health and care in east Kent is a programme of work led by the East Kent Strategy Board. The East Kent Strategy Board was set up in September 2015 by local health and social care leaders to help determine how best to provide health and social care services for the population of east Kent.



Why do we need to change?

Our current NHS system isn't designed to meet the needs of today's population. Some of our services were designed to meet the needs of people in the 1960s, 70s, and 80s and while they've done that and much more, we know there are better ways of organising how we care for people.

In some areas we are struggling to deliver the quality of care we want to. Local people tell us they find it hard to get a GP appointment, and too many people have to wait too long in A&E or to see a specialist. In addition, we struggle to find enough staff to deliver services in east Kent.

What's more all of us, the people who use services, are changing. The good news is we are living for longer, but we are living with more long-term conditions, such as diabetes, dementia and heart disease which increases demand for health and care services.

Health care is changing too. More treatments nowadays can be offered out of hospital or with shorter hospital stays because of new medicines and medical techniques.

We also have to accept we don't have unlimited money to spend, so we need to use what we have wisely. For example, large hospitals are expensive

to run. If we invest in better services out of hospital and in helping people to stay well we can do more with the money we have.

Finally, we need to attract staff with the right skills and experience to deliver the best quality services. Finding new and innovative ways of working will make east Kent more attractive to potential employees and help us keep hold of the great staff we already have.

We believe health and social care services in east Kent can and should be better. We – that is health and social care leaders and staff working together with patients and the public – need to take action now to make sure health and social care services in east Kent are able to meet the challenges and demands of the 21st century.



Our ambitions

At the moment we don't know exactly how things will change, but we do know that we need to close up some 'gaps' in our health and social care system. Across east Kent we want to reduce the:

Health and wellbeing gap

The gap between people who have the best health and people with the poorest health. At the moment people living in the most deprived areas of east Kent are likely to have worse health than those living in more well-off areas. We want to change this.



Care and quality gap

The gap between the availability and quality of services you need and the availability and quality of services we currently provide. In east Kent we often do not meet national quality standards. This is partly because of increasing demand for services and also because of problems finding enough staff to run services effectively. Also there are too many differences in the care people receive depending on where they live. We want to change this.



Financial and efficiency gap

The gap between the money we have and the cost of providing services. Our finances in east Kent are under increasing pressure and we are heading for a big shortfall if we don't find ways to work differently and smarter. We want to change this.





Our aims

Our aims are to make health and care:

- **Easier to access:** services available when and where you need them.
- **More coordinated:** teams of health and social care professionals working closely together to offer you personalised care.
- **Proactive:** health and social care professionals supporting you and your family to lead healthier lives and tackling treatable conditions before they get worse.

- **Affordable and sustainable:** living within our means, spending the money we have for the greatest impact, and planning with certainty what services we can afford to provide in to the future.

We believe this ambition is in line with the changes, you, the local people of east Kent, have told us you would like to see.

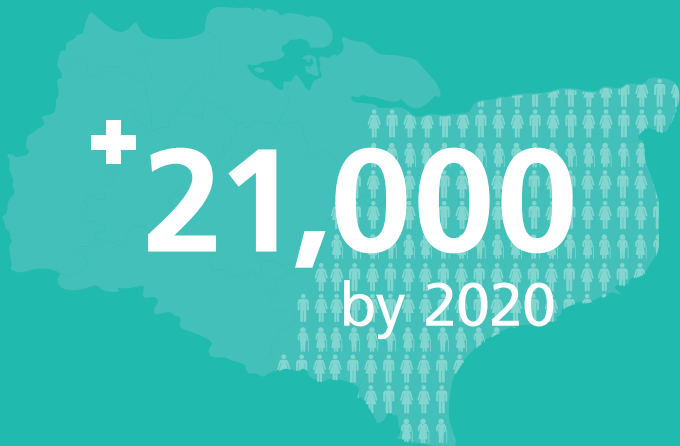
Now is the time to start thinking about the changes we want to make and this leaflet describes some of the reasons why in more detail.

Our health and care in facts and figures



Our population

Almost 670,000
people live in east
Kent. By 2020 this
number will increase
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We have a growing number of
people living with long-term
conditions like diabetes, lung
diseases and heart disease



The number of people
over the age of 70
will rise by 20% in the
next 5 years



1 in 4 of east Kent residents
are affected by a mental
health problem

Our health and care in facts and figures



Our services

East Kent
has **446** GPs
working across
82 practices



Six community hospitals
offer a range of services



Four of these offer
in-patient care

3



Three main hospitals
provide acute care services

Our health and care in facts and figures



Our finances

We have **£1.3 billion** to spend each year on health and social care in east Kent



£300m

£300 million is spent on social care



£1bn

£1 billion is spent on NHS services



£500 million on acute care



£413 million on primary and community care



£87 million on mental health services



What you've told us you want from local services

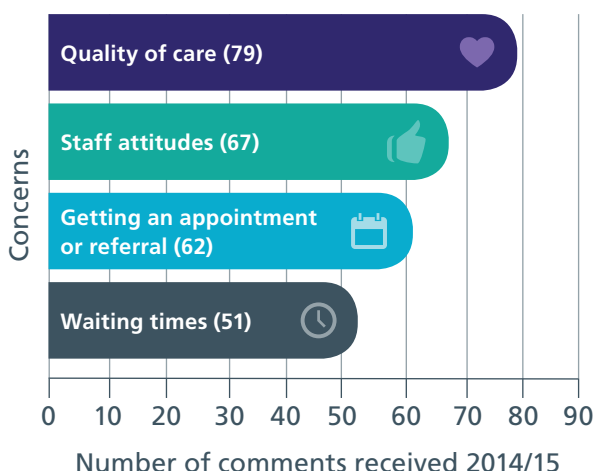
Meeting the needs of local people is our top priority. Research carried out by Healthwatch shows us that people in east Kent want to see the NHS and social care working more efficiently and offering higher quality care.

We know from discussions the clinical commissioning groups in east Kent have in their communities, and the work done by Healthwatch, that local people would like:

- care to be as close to home as possible
- appointments that are easy to book and at convenient times
- the NHS and social care to work in a more joined up way
- more support to help people live healthy lives
- quick action when you become unwell or need extra help.

From what local people have said, there is a real need to improve NHS and social care services. We want to make changes to improve the quality of care we can offer and make sure we can be more efficient and spend our money where it will have the greatest benefit.

Some of the most common concerns raised by local people are about:



Find out more about how your local NHS has listened to and acted on your views over recent years on our website.

The background image shows a healthcare setting. An elderly man with white hair, wearing a brown sweater and khaki trousers, is using a silver metal walker. He has a prosthetic leg on his left side. Two healthcare professionals in white uniforms are assisting him. One is on the left, leaning in to help, and the other is on the right, also assisting. In the background, there are shelves with large exercise balls in pink, orange, and blue. The scene is brightly lit and appears to be a rehabilitation or physiotherapy room.

The challenges

Despite lots of good work, health and care services in east Kent are facing some big challenges. These challenges are impacting on the quality of care we can offer to local people.



Challenges we face

Supply versus demand

The biggest challenge we face is an ever growing need for health and social care services and not enough resources in the right place to meet that demand.

- Some services already don't have enough capacity to meet demand. This means you are waiting longer for treatment or to get an appointment.
- By 2020 we predict all our services will be over capacity if we don't change the way we work.

Health inequalities

People who live in our poorest communities are more likely to develop serious illnesses and to die at a younger age than those in our most well-off areas. This isn't fair – we all deserve to live a long and healthy life.

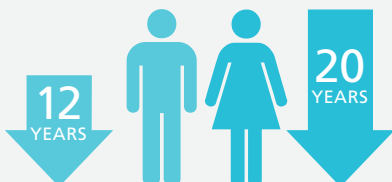
- In our poorest communities 25% more people die from heart disease before the age of 75 than in the wealthiest areas. For cancer it's 20% more and 50% more for lung disease.

GP services and primary care

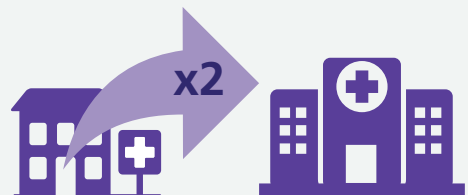
There are a lot of differences between the services we offer in primary care across east Kent. That impacts on the quality of care for patients; some have access to better treatment than others. We are also facing a big shortfall of GPs and practice nurses as many are about to retire.

- We only spot 14-18% of cancers at the earliest stage in primary care, compared to a national average of 22%.
- Around a third of our practices in east Kent are too small and run by just one or two doctors. This means they can't necessarily offer you a wide range of services.
- When a doctor retires or leaves they are hard to replace, leaving a gap in local services. Some practices have already closed.

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 some areas you are **twice as likely** to end up in hospital because of a problem that could have been avoided if it had been better managed in primary care.



Community care

A lot of our community teams of staff are not joined up with each other which is frustrating for patients and duplicates work. In addition, we don't have the right systems and services in place to allow people to be cared for at home, rather than in hospital.

- We know that for every day an older person stays in a hospital bed they experience 5% muscle wastage. We want to care for more people at home to help them keep their independence.

Around **half** of our community hospital beds are occupied by patients who could be cared for in their own homes if the right support was in place.



Acute care

We are struggling to achieve some of the basic NHS standards for quality of care in east Kent and we don't have enough staff to deliver some specialist services. Lots of unplanned admissions to hospitals means routine and planned care may be delayed.

- We are not able to employ enough doctors with the right skills and experience to provide cover 24 hours a day, 7 days a week in some services.
- 15% of people wait longer than four hours in A&E to be discharged, or admitted – it should be no more than 5%.

At any one time there are around **300** people in hospital beds who could be discharged if the right support was available elsewhere.



- 10% of patients are waiting longer than the 18 week standard to see a consultant after being referred by their GP.

Mental health care

Mental health care in east Kent is struggling to keep up with demand. It needs to change if it's going to be able to meet our future needs, particularly around care for people with dementia.

- Around 95% of our mental health inpatient beds are being used all of the time. This means we often have to send people outside of Kent to get the treatment they need. This is often a bad experience for the person needing care and for their family.
- Currently only 21% of people estimated to have anxiety and depression have access to counselling and talking therapies.

We estimate that **almost 40%** of people with dementia in east Kent have not yet been diagnosed.

40%



Social care

There have recently been cuts to funding for social care and the way services are currently organised doesn't always meet the needs of local people.

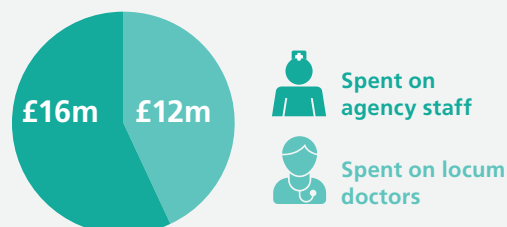
- Two thirds of our dementia beds are based in the Dover, Deal and Folkestone area, with only a small percentage available in the Ashford and Thanet areas. This means people can't always find the right care home near to where they live.
- A number of care homes in east Kent have closed recently. We have more residential care places than we need, but not enough nursing care places meaning you are not always able to access the right type of care home for your needs.

Staffing

As is the case across England, the whole of the NHS and social care in east Kent is facing challenges with recruiting enough staff to deliver your services.

- Over a quarter of our GPs and practice nurses are aged over 55, meaning they will soon be retiring. We are finding it very hard to replace GPs.
- Kent Community Health NHS Foundation Trust has 8% of its jobs unfilled and around 20% of the staff who work for the trust are approaching retirement.
- 12% of nursing staff at East Kent Hospitals University NHS Foundation Trust are over 55 and a further 15% are over 50 years old.

During the 2015/16 financial year East Kent Hospitals University NHS Foundation Trust spent **£28 million** on agency staff - **£12 million** of that on locum doctors.

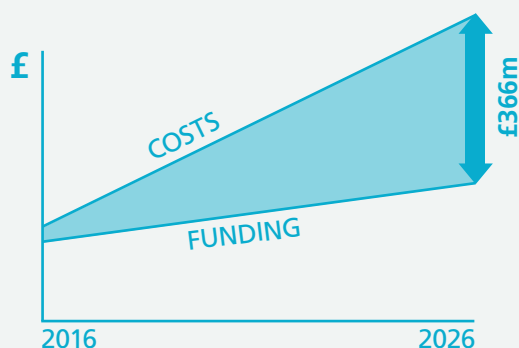


Funding

In the past we have been able to balance the books each year, but with a growing demand on services this is becoming harder to do, and we are now facing a shortfall in funds.

- Our budget increases by around 0.7% each year but increase in use of services is around 2 to 3%, and the cost of staff, medicines and equipment are rising too.

If we don't change the way we work we know that by 2026 the difference between what we have and what we need to spend will be **£366 million**.





What do we need to do to address the challenges?

We believe the answer to all these challenges lies in three key areas:

1. Doing much more to help you stay well so you don't develop some of the illnesses we know can be caused by unhealthy lifestyles.
2. Redirecting more of our resources into primary and community services so we can offer more care out of hospital.
3. Organising services across our acute hospital sites in the most efficient and effective way to care for our whole population.

What are the benefits?

We think the benefits of this approach will include:

- More support available to help you live a healthy lifestyle, meaning you will be less likely to develop ill-health later in life.
- Larger GP practices, or groups of practices working together, to offer better access to GPs, other health and care professionals and a wider range of services close to where you live.
- Joined up teams of doctors, nurses and other health and care professionals working closely together outside of hospitals to offer you care designed to meet your personal needs.
- These teams will know you, understand your needs and be talking to each other all the time to make sure they are up to date with your individual circumstances.
- They will be able to act quickly if you become unwell, helping you avoid unplanned admissions to hospitals.
- Hospitals that are under less pressure and better able to deliver routine and planned care.
- East Kent will be an attractive place to work, helping us recruit and keep hold of good staff.
- We will be able to balance the books and deliver the services you need with the money we have.



Next steps

We need to develop a range of options for the future of services in east Kent. Our plans must drive up quality and be realistic, achievable and affordable.



Get involved and share your views

Over recent years the NHS in east Kent has engaged widely with staff and local people to find out what you think of services and your ideas for improvement. Some of the changes suggested are already being implemented, such as the new teams of GPs, nurses, counsellors, health visitors, social workers and community paramedics working together from health centres in Whitstable and elsewhere.

During the rest of 2016 we will continue to have conversations with local people, staff, patient and carer groups, politicians and partners such as the voluntary sector, about the issues we have described here. We will be asking what is important to you and getting your views on our emerging ideas for how services could be better organised in east Kent.

Some potential changes are already being explored by local doctors and health and care leaders. Emerging plans are looking at how health and social care professionals could work in 'hubs' within local communities offering a range of services. We are also looking at how acute care could best be organised across each of our acute hospital sites.

We will carefully consider all the views we have heard as we develop these detailed plans.

Once we have developed more detailed options, working with a wide range of partners and building on all these conversations, we will formally consult on our plans. Only then, following a public consultation, will we make any decisions about the future shape of services.

How to get involved

If you would like to get more involved in this important work you can join your local Clinical Commissioning Group health network, patient participation group linked to your GP practice or contact Healthwatch. Visit our website for more information.
www.eastkent.nhs.uk



Contact us

Web: www.eastkent.nhs.uk

Email: info.eastkent@nhs.net

Phone: 03000 424 758

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Better health and care in east Kent: Time to change



The challenges

Why health and social care needs to change

The national picture



NHS in England treats a million people every 36 hours



People living for longer and living with more, and multiple, long term conditions



One in four living with a long term condition such as diabetes, heart disease or dementia



Long term conditions account for 50% of GP appointments and 70% of hospital bed days



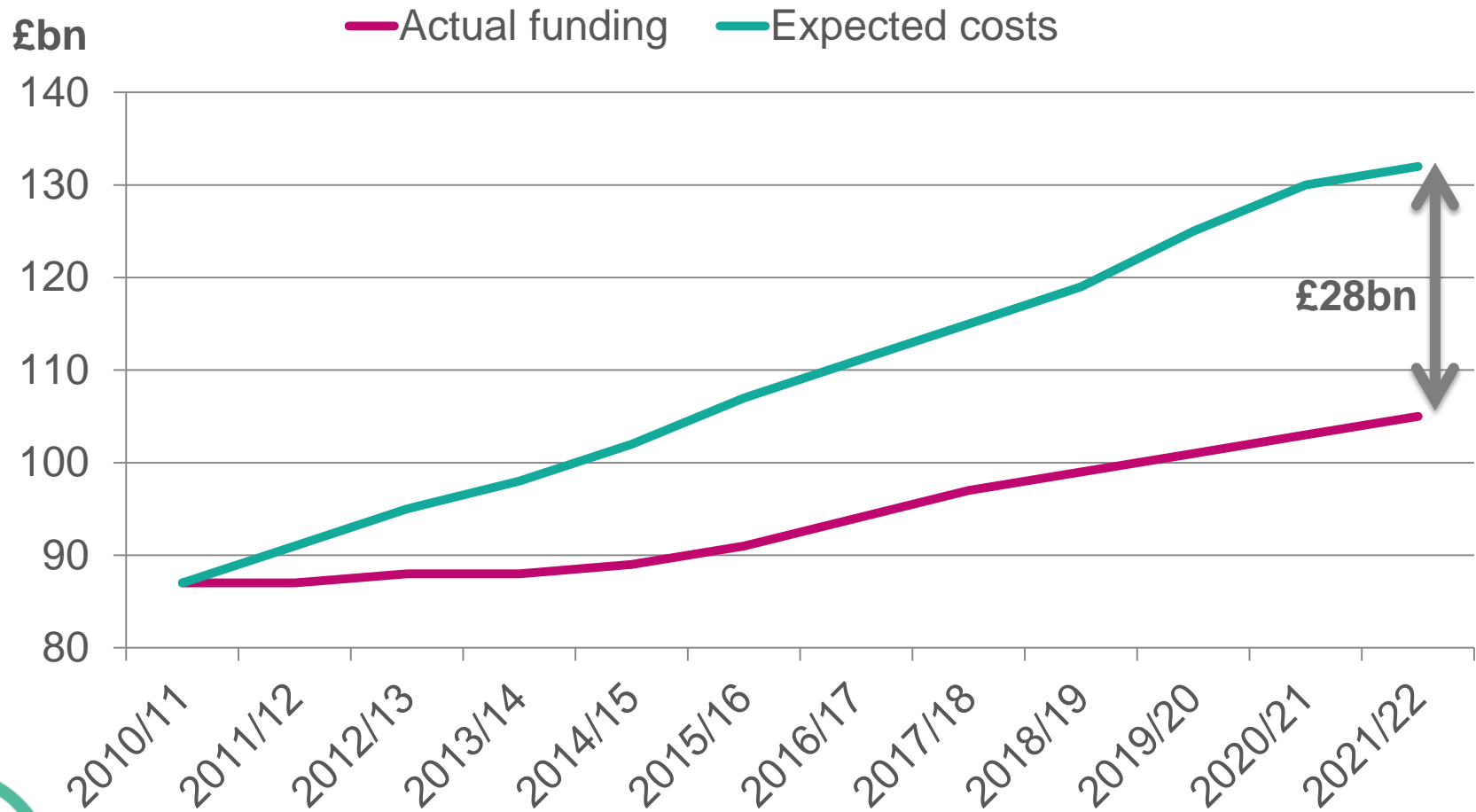
80% deaths from major diseases like cancer and heart disease linked to lifestyles factors such as smoking, obesity and alcohol



Predicted 60% rise in older people needing long term care by 2030



The national NHS funding gap



National plan to address national challenges

- Five Year Forward View is five year strategic plan for NHS
- Focus on
 - prevention of ill health
 - supporting patients to self manage conditions
- Gives local NHS areas seven options for re-designing how services are organised
- Says more funding needed to close £28bn gap
 - BUT also need to find ways to manage demand and be more efficient

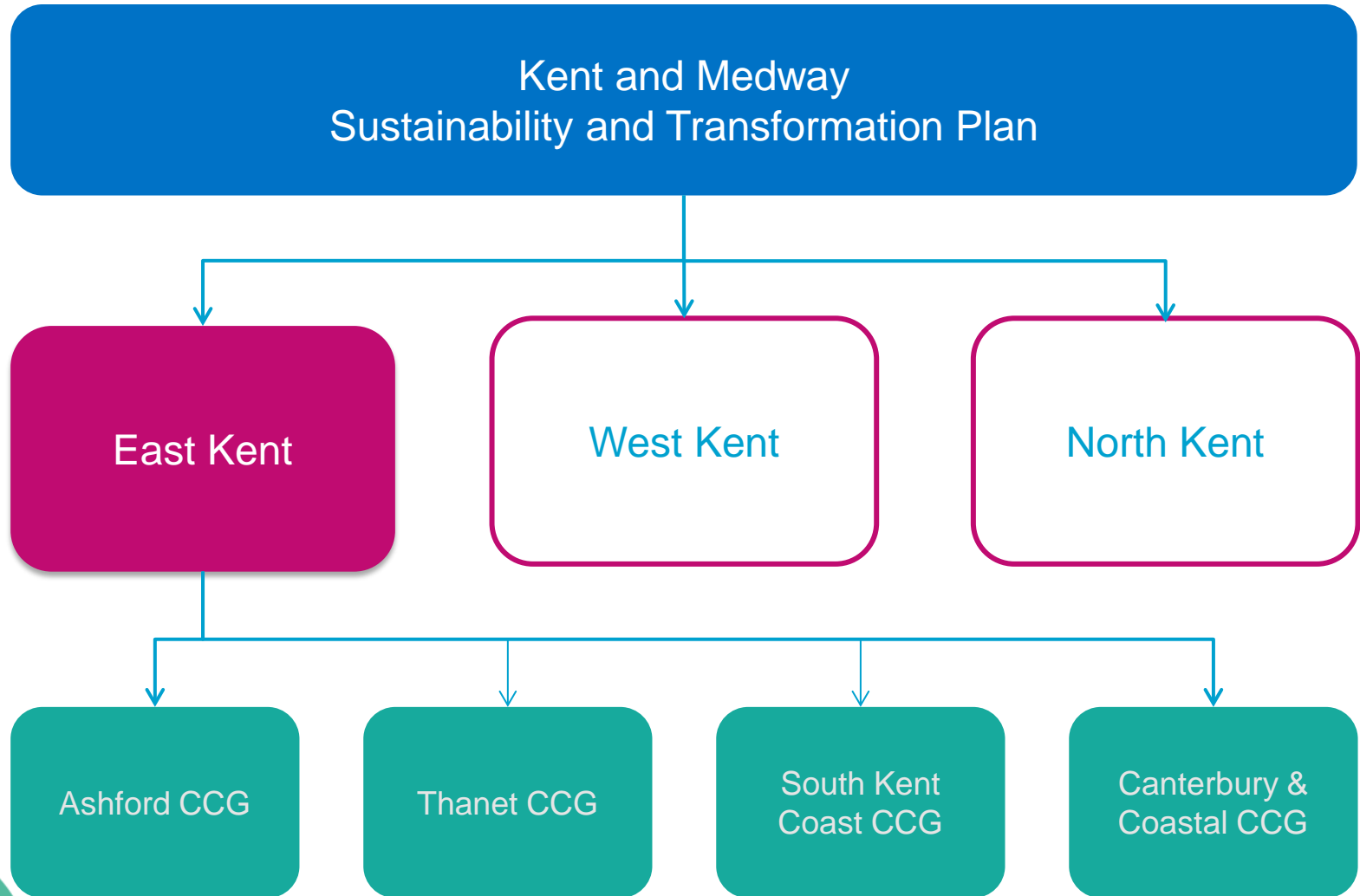


Local plans to address local challenges

- 
- A large, irregular teal-colored shape representing the map of Kent and Medway, serving as a background for the list of points.
- Kent and Medway **Sustainability and Transformation Plan**
 - Collaboration between NHS and social care organisations
 - Starting to think about plans for services to meet the needs of everyone in Kent and Medway
 - NHS England will approve the plan
 - Health and social care organisations in east Kent are involved



How east Kent fits in



East Kent at a glance



Our population

Almost 670,000 people live in east Kent. By 2020 this number will increase by over 21,000



There is a growing number of people with long term conditions like diabetes, lung and heart disease



The number of people over 70 will rise by 20% in next 5 years



1 in 4 people in east Kent living with a mental health problem



East Kent at a glance:



Our services

East Kent has 446 GPs working across 82 practices

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GPs



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Six community hospitals, four offering in-patient care

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Three main hospitals provide acute care



East Kent at a glance



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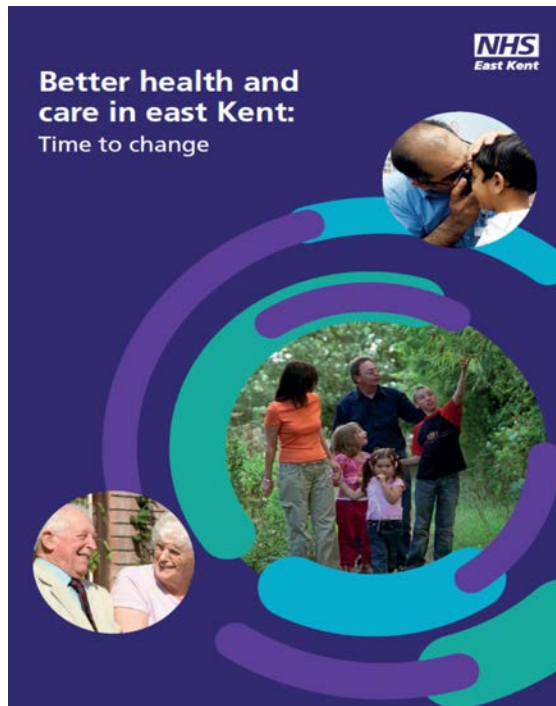
£87 million on mental health services



The challenges in east Kent

Find out more about the challenges
we face in our case for change
booklet.

Available at www.eastkent.nhs.uk





Addressing the challenges

Designing new ways of working in east Kent

Our ambitions

We need to close three gaps in health and social care:

Health and wellbeing gap

Those with the best health

Those with the poorest health

Care and quality gap

The availability and quality of
services local people need

The availability and quality of
services we deliver


Financial and efficiency gap

The money we have

The cost of providing services



How will we achieve this?



Doing much more to help you stay well so you don't develop some of the illnesses we know can be caused by unhealthy lifestyles

Redirecting more of our resources into primary and community services so we can offer more care out of hospital

Organising acute hospital services in the most efficient and effective way



How could services be organised in east Kent?

Level 1

- Everyone: Prevention of ill health and help with self care

Level 2

- Day to day health and care needs: 16 health centres based in local communities open 8am to 8pm, 7 days a week.

Level 3

- Urgent and specialist care needs: 4 'health centre+' spread across east Kent, open 24 hours a day, 7 days a week.

Level 4

- Acute care: main hospitals providing emergency care, very specialist services, and planned inpatient care

People will move up and down levels of care depending on their individual needs



How might this happen?

1: Improving our 'business infrastructure'

New ways of sharing information, right staffing in place, better ways of working, reduced duplication and improved commissioning

2: Preventing ill health

Do more to prevent ill health, support the most vulnerable and isolated and create healthy communities

3: Meeting day to day needs out of hospital

Teams of health and social care professionals providing a wider range of services in different locations based in local communities

4: Meeting complex needs out of hospital

Teams of health and social care professionals supporting people with multiple or complex health needs close to where they live, over the long term

5: Getting specialist input

Multidisciplinary teams supported by input from hospital consultants and other specialists where needed



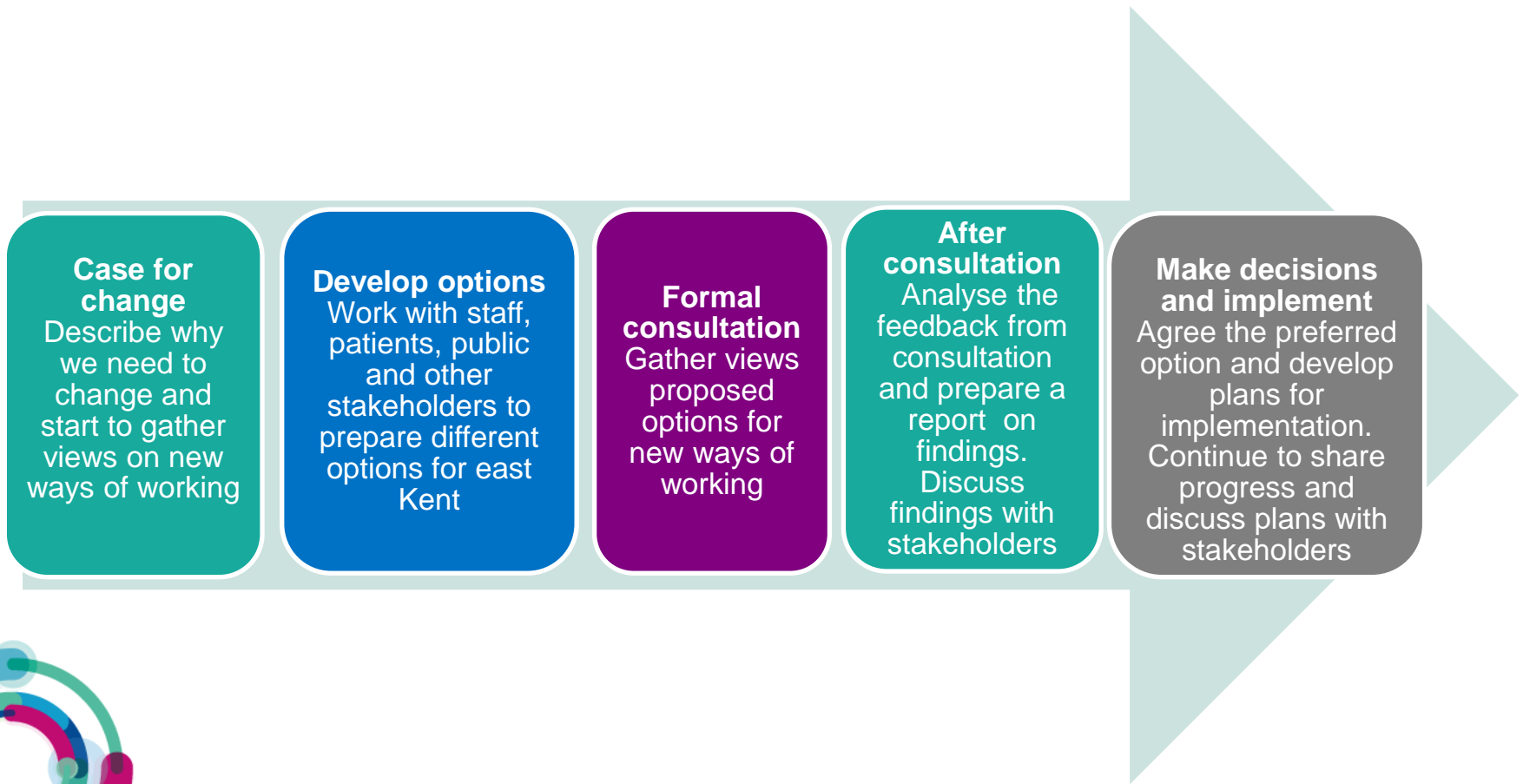
What might the future look like?

- **Integrated health and care services, delivered out of hospital:**
 - Designed around GP practices, grounded in primary care
 - Teams of different health and social care professionals working with the patient's GP
 - Social services, voluntary sector and NHS working together
 - Secondary care (physical and mental health) expertise to integrate with primary care expertise where this improves care and efficiency
 - Out of hospital provision through care and treatment provided in local networked health centres (with different GP practices working together physically and virtually) - with a range of day-to-day and some more specialist services
- **Smaller acute hospitals focused on specialist care:**
 - Safer, more specialist, hospital services, serving the whole of east Kent not just local populations



What next

We need to develop a range of options for organising health and care in east Kent



Questions to think about

- How can health and social care services support people to be more in control of their own care?
- How can health and social care services support people to take more responsibility for their own health?
- What three things would make the biggest difference in improving patient experience?
- What do you think are the main health and social care challenges are for east Kent?



Get involved

- **Website:** www.eastkent.nhs.uk
- **Email:** info.eastkent@nhs.net
- **Phone:** 03000 424 758

