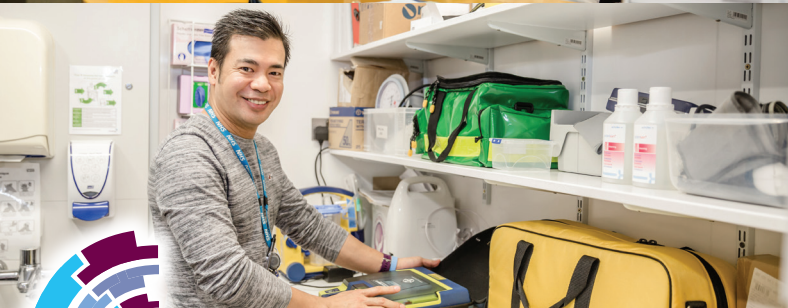


Operational Plan 2019-2020

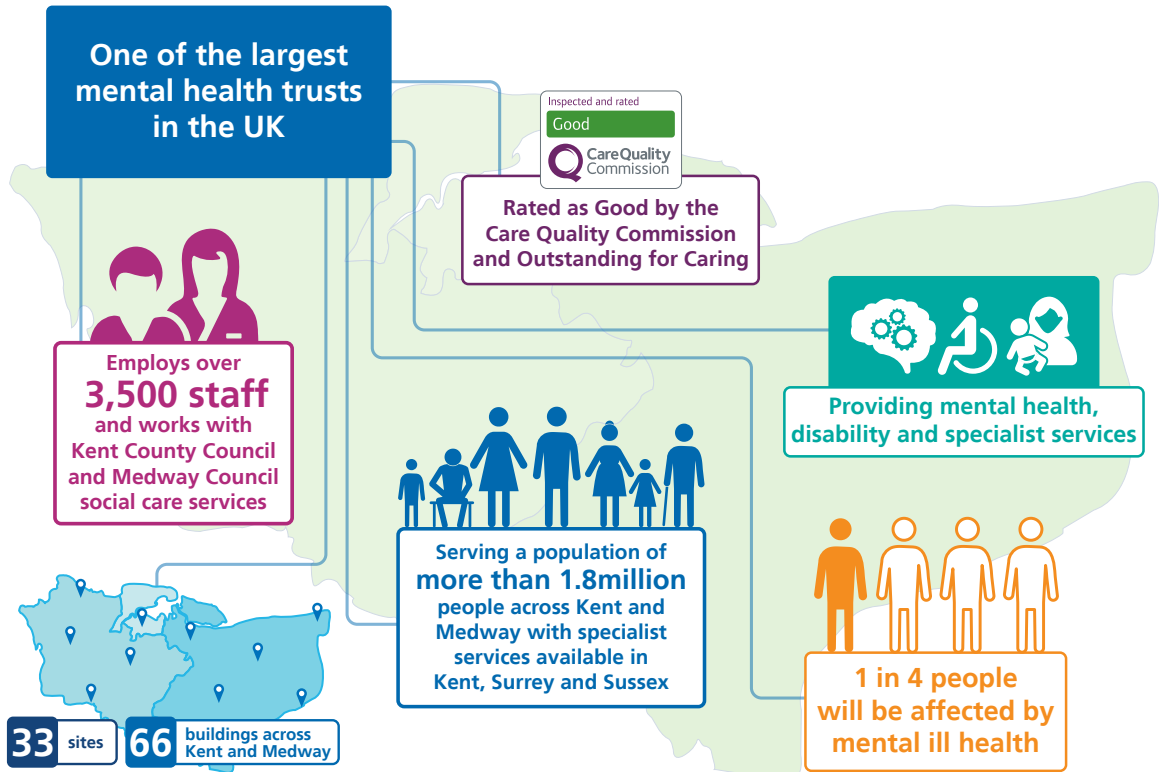


Brilliant care through brilliant people



Who we are

Kent and Medway NHS and Social Care Partnership Trust (KMPT) is a mental health trust that provides mental health, learning disability, substance misuse and specialist services to approximately 1.8 million people across Kent and Medway. We work in partnership with Kent County Council and the unitary authority in Medway, and are commissioned by eight CCGs. The trust is one of the largest mental health trusts in England, covering an area of 1,450 square miles. We employ approximately 3,500 staff who work across 66 buildings on 33 sites.



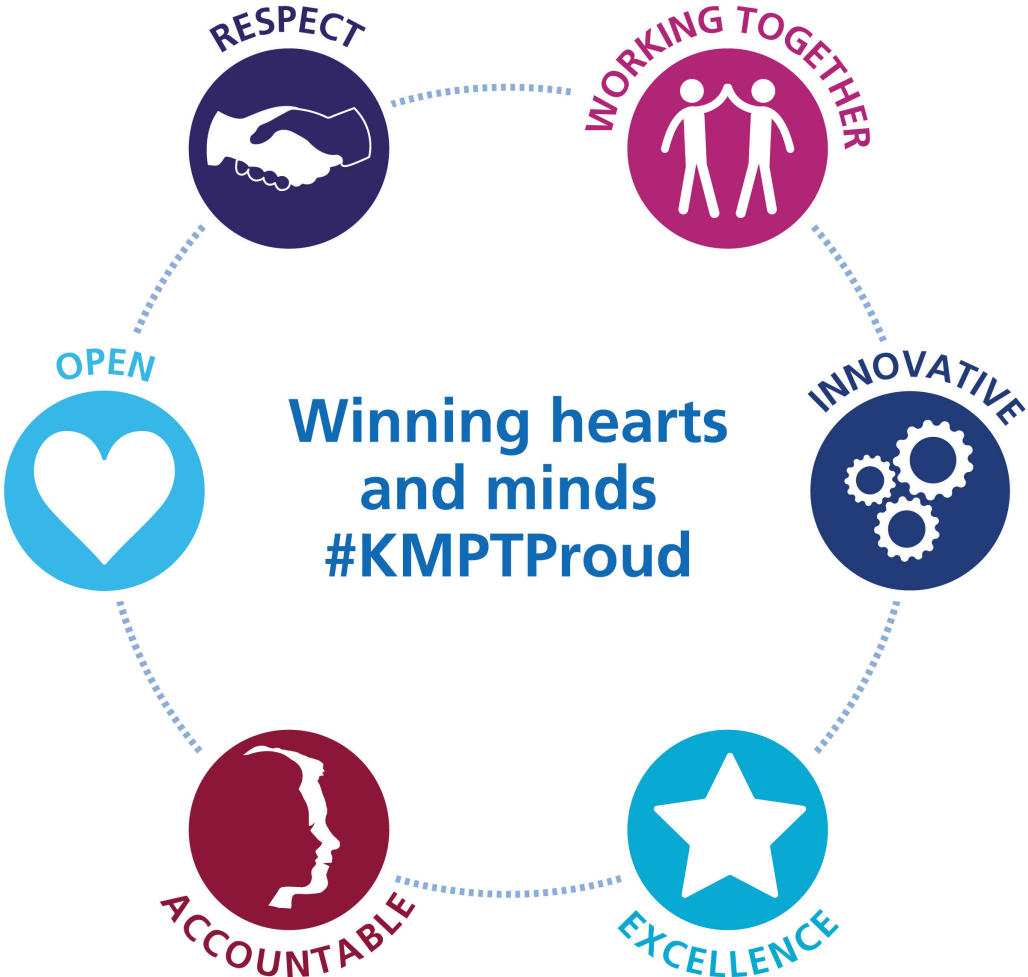
KMPT's vision

To provide brilliant care through brilliant people.
The strategic objectives of our 2016-20 strategy are to:

- Consistently deliver an outstanding quality of care
- Recruit, retain and develop the best staff making KMPT a great place to work
- Put continuous improvement at the heart of what we do
- Develop and extend our research and innovation work
- Maximise the use of digital technology
- Meet or exceed requirements set out in the Five Year Forward View
- Deliver financial balance and organisational sustainability
- Develop our core business and enter new markets through increased partnership working
- Ensure success of our system-wide sustainability plans through active participation and leadership.



Our values



KMPT has been rated GOOD overall by the Care Quality Commission (CQC) and has maintained their overall rating of OUTSTANDING for caring.




Helen Greatorex, Chief Executive

“I am delighted that the Quality Care Commission found so many areas of improvement across so many of our services. We are delighted at some of the themes they highlighted.

“CQC told us that they found staff, at all levels, from a wide range of disciplines, reported feeling proud of the care and treatment they provided to patients.

“Our staff are absolutely committed to delivering the best possible quality of care at all times and the Commission’s report reflects that attention to the detail of patient care.”



Care Quality Commission

Last rated
1 March 2019

Kent and Medway NHS and Social Care Partnership Trust

Overall rating

Inadequate	Requires improvement	Good	Outstanding
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Are services

Safe?	Good
Effective?	Good
Caring?	Outstanding
Responsive?	Good
Well led?	Good

The Care Quality Commission is the independent regulator of health and social care in England. You can read our inspection report at www.cqc.org.uk/provider/RXY
We would like to hear about your experience of the care you have received, whether good or bad.
Call us on 03000 61 61 61, e-mail enquiries@cqc.org.uk, or go to www.cqc.org.uk/share-your-experience-finder

Our key priorities for 2019-20

We have focussed our priorities into four overarching themes and 10 key areas. The principles of empowering service users, carers and teams run through all our work to help us achieve brilliant care through brilliant people.





Our people

Side by side with service users and carers

Productive skilled workforce

Great clinicians, managers and teams



Our priority:

To ensure service models and strategy are co-produced with service users and carers.

To ensure we attract, retain and develop a fit for the future workforce.

Ensure all staff are engaged, feel supported, empowered and accountable. The culture of KMPT is a great place to work, volunteer and participate.

Action:

Develop the trust's Participation and Involvement strategy.

Increase the percentage of people with lived experience employed by the trust.

Remodel workforce through the development of new roles and expertise.

Develop succession planning and talent identification strategies.

Define and implement a Just and Learning Culture.

Develop a Health and Wellbeing strategy.

Develop a Staff Engagement and Communications strategy.

Improve leadership skills throughout the organisation.

Develop a Diversity and Inclusion strategy.



Our future



Effective partnerships

Grow our service

Research and Innovation

Our priority:

To generate the greatest possible positive impact on the big issues for our population:

Improved urgent and emergency care, better access to primary care and community teams for adults with moderate and severe mental illness, veterans mental health addiction services and suicide prevention.

Increase high performing services and opportunities for new business.

Increase staff and service user involvement in research and innovation.

Action:

Increase and improve effectiveness of partnership work at strategic and operational levels.

Be a leading partner in the development of the Kent and Medway Integrated Care System and Integrated Care Partnerships.

Provide system leadership to Sustainable Transformation Partnership (STP) mental health work stream.

Develop a Suicide Prevention strategy.

Improve the care provided and outcomes for people at risk of suicide under our care.

Develop a Commercial strategy.

Define new business opportunities aligned to the NHS Long Term Plan and new care models.

Increase submission of research bids proposed by staff.

Launch Research and Development strategy and set out our ambition over the next five years.

Develop an Innovation Forum.



Our resources

Finance

Technology that helps us provide better care

Buildings that work for us



Our priority:

Deliver a financial break even and cost improvement programme.

Become a more digitally enabled organisation, supporting management and delivery of care.

Make the best use of the trust's estate (land and buildings), ensuring they are safe and fit for the future.

Action:

Develop and deliver robust and sustainable Cost Improvement Plan (CIP) based on recurrent savings.

Develop and implement Clinical Technology and Clinical Informatics strategies.

Increase digital capability of clinical staff.

Develop digital applications and resources that improve assessment, quality and care management.

Implement the Estate strategy.

Safely manage transitions required to deliver our inpatient and community estate improvement programme.



Our services



Improve quality
Save time and money

Our priority:

Maximise opportunity for service users to safely achieve and sustain positive outcomes, whilst driving delivery of efficiency and productivity gains.

Action:

Co-produce and implement the Clinical Care Pathways and St Martins Inpatient Changes Programmes to ensure we deliver the right pathways and the right practice in the right place.

Develop a plan to eliminate out of area placements for female patients requiring Psychiatric Intensive Care Unit support.

Sustain quality and care improvements within our community mental health teams.

Deliver 2019-20 Quality Account priorities.

Focus on areas of quality to deliver specific improvements across:

- Patient safety
- Patient experience
- Clinical effectiveness

Develop and coordinate our approach to quality improvement.

Build quality improvement capacity and capabilities of our staff.

Review the Quality Improvement strategy and recommit to quality improvement methodology.



Please call **01622 724131** if you would like this leaflet in a different language or format.

Visit us at www.kmpt.nhs.uk

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