



Kent Community Health
NHS Foundation Trust



Find out more about
our ambitions and how
you play a vital role.

We care strategy 2023-2028

Our vision

A community that **supports each other to live well.**

Our mission

To **empower adults and children** to live well, to be the **best employer** and **work with our partners** as one.

Our values

Compassionate

Aspirational

Responsive

Excellent

Our ambitions

Putting communities first

Everyone has the same chance to lead a healthy life, no matter who they are or where they live.

A great place to work

Our colleagues are valued, feel heard and make changes easily to deliver better care.

Sustainable care

We will live within our means to deliver outstanding care, in the right buildings, supported by technology, and reduce our carbon footprint.

Better patient experience

Our conversations focus on what matters to the patient, so they get the right care, in the right place.

Community first

What matters to you?

Whether you are a patient or carer, part of our incredible #TeamKCHFT, or you work with us to deliver care to our communities – this question has been at the forefront of our minds, as we've developed our new, five-year strategy.

As we recover from a pandemic which held up a mirror to the health inequalities faced by our communities, we know things have to radically change if, as a health and care system, we are going to improve the experience of our patients and the people working in the NHS.

We truly believe that community services are central to this. In this strategy, which has been co-designed by listening to what's important to you, we've focused on four

big ambitions that will make the biggest improvements to the quality of care our communities receive.

Like all health, social care and voluntary sector organisations in Kent and Medway, we need to set out a strategy that aligns with our partners.

This short document can't convey every complexity of the challenges that we know we will face. But by working together we can deliver care that truly puts our community first.

M. A McCormick

Mairead McCormick,
Chief Executive officer



Our vision

A community that **supports each other** to **live well**.

Our mission

To **empower adults and children** to live well, to be the **best employer** and **work with our partners** as one.



Our values



Compassionate

We put patients and our service users at the heart of everything we do. We're positive, kind and polite. We understand diversity. We're respectful, patient and tolerant.

Aspirational

We feel empowered and we empower our patients. We strive to improve. Our focus is on research and generating ideas and innovations. We're open, transparent and we think creatively.

Responsive

We listen. We act. We communicate clearly. We do what we say we will. We take account of the opinions of others.

Excellent

We strive to deliver the best care we can. We grow a culture of excellence in our teams. We challenge complacency.

Our values form part of our strapline:

(In everything we do, we care)

Putting communities first

Everyone has the same opportunity to lead a healthy life, no matter where they live or who they are.

Key areas of focus

- Reducing health inequalities and preventing ill-health.
- Reducing the time people wait for our services.

Our targets

- There is no significant difference in did not attend (DNA) or 'was not brought' rates between patients living in the most and least deprived areas or ethnic group by April 2026.
- The number of people who wait longer than 12 weeks to be seen is reduced by 50 per cent compared with March 2023.

Everyone should have the same opportunity to lead a healthy life, no matter who they are or where they live.

We know not everyone finds it easy to seek advice, explain their needs to a health professional or know what support they could benefit from.

We will tailor services and interventions to make it easier for people to access our help, taking away the barriers and reaching out more effectively when they need us.

One of those barriers can be the time some people wait to be assessed or receive treatment or support. We will strive to reduce waiting times for patients, clients and service users.

We will focus on reducing health inequalities through our prevention services, providing an excellent patient and carer experience and ensuring the best patient outcomes for all.



Better patient experience

Our conversations focus on what matters to the patient, so they get the right care, in the right place.

Key areas of focus

- Recovery and rehabilitation pathways.
- Supporting more people at home through integrated neighbourhood working.
- Re-thinking our community hospital model.

Our targets

- No more than 30 patients a day are waiting in an acute bed for care when they are fit and well enough to come home, during winter 2024/2025.
- We are involved in developing integrated neighbourhood teams in 15 primary care networks or neighbourhoods in east and west Kent by March 2025.



We will ask people ‘what matters to you?’ so we can provide our patients, clients and service users with the right care, in the right place.

We know too often people end up in a hospital bed, when they don’t need to be and then they stay too long, which can impact on their ability to regain their independence.

If our teams work better together, across health and social care, providing seamless care with our voluntary sector partners too, we can change this.

We want to give teams the freedom and flexibility to act to meet the needs of our patients and their carers, whether this is providing hospital-level care at home, or a shorter stay in our hospitals, where they get better faster.

We will provide intensive rehabilitation for patients who need it to reduce their length of stay and get them back to a place they call home, where they want to be.

This will mean re-thinking the design and condition of our community hospitals, so they are better set up to provide the most effective rehabilitation and recovery.

End-of-life patients and their carers will be supported to stay comfortable and pain-free in an environment of their choice.



A great place to work

Our colleagues are valued, feel heard and make changes easily to deliver better care.

Key areas of focus

- Recruitment and retention.
- Maximising staff voice and wellbeing.
- Improving culture and ways of working.
- Making sure 'nobody is left behind'.
- Leadership, devolving authority and succession planning.

Our targets

- We increase our staff engagement score by 0.2, as measured by the NHS Staff Survey, from 7.31.
- We increase our staff morale score by 0.2, as measured by the NHS Staff Survey, from 6.23.

We will do everything we can to make sure our people look forward to coming to work, achieve their full potential and feel pride in a job well done.

Creating a culture of listening to staff and valuing their voice will be at the centre of what we do so colleagues feel heard.

We will actively address issues of equity, diversity and inclusion, making sure all our people feel listened to, valued, safe and part of a team, so nobody is left behind.

Tackling issues of inequality in succession planning and raising up colleagues from under-represented groups, will be a key focus.

We will encourage bravery and kindness, so together, we can make changes to improve things for each other, for our patients and our communities.



Sustainable care

We will live within our means to deliver outstanding care, in the right buildings, supported by technology, and reduce our carbon footprint.

Key areas of focus

- Making better use of our estates.
- Reducing our carbon footprint.
- Digital transformation and reducing time spent on administration.

Our targets

- Staff spend 50 per cent less time on admin processes that don't add value to patient care by March 2027.
- We reduce the emissions we can control by 80 per cent by 2028.
- Our buildings provide the right space, in the right location and condition by 2028.

NHS estates and buildings should be fit-for-purpose and able to support effective and efficient patient rehabilitation and recovery.

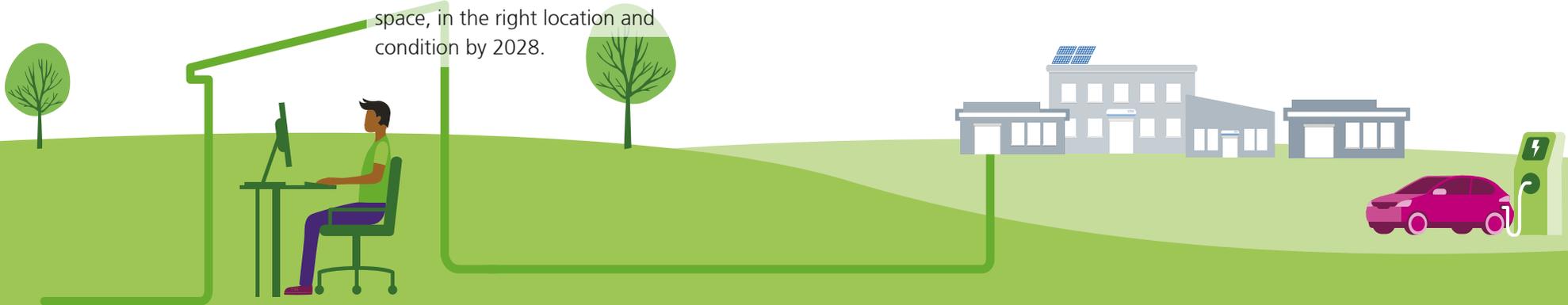
They should provide the best possible environment for our teams, so our people can work in buildings that provide good accessibility for patients and staff and minimise our impact on the environment.

We should not waste resources on things that don't contribute to good patient care, for example unnecessary administration or frustrating IT processes.

We will make sure our people have everything they need to do their job well now and in the future, including making best use of NHS estates and buildings.

We will strive to make the best use of new technology, reducing unnecessary journeys and delivering innovation in how we share patient information.

We will encourage teams to think about working in more sustainable ways and limit our use of non-renewable resources.



Contact us

Patient Advice and Liaison Service

Phone: 0800 030 4550, 8.30am to 4.30pm, Monday to Friday

Text: 07899 903499

Email: kentchft.PALS@nhs.net

Web: www.kentcht.nhs.uk/PALS

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Our values

Compassionate Aspirational Responsive Excellent