

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 by over 21,000



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



Three main hospitals provide acute care services

Our health and care in facts and figures



Our finances

We have **£1.5 billion** to spend each year on health and social care in east Kent



£500m

£500 million is spent on social care



£1bn

£1 billion is spent on NHS services



£500 million on acute care



£440 million on primary and community care



£60 million on mental health services



What you've told us you want from local services

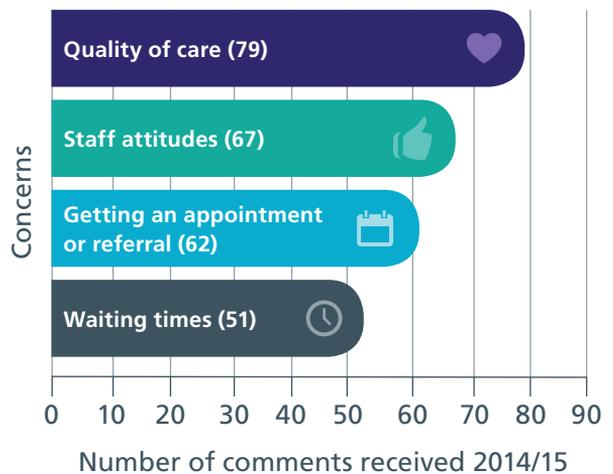
Meeting the needs of local people is our top priority. Research carried out by Healthwatch shows us that people in east Kent want to see the NHS and social care working more efficiently and offering higher quality care.

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 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.

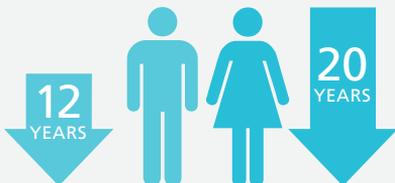
- In our poorest communities 25% more people die from heart disease before the age of 75 than in the wealthiest areas. For cancer it's 20% more and 50% more for lung disease.

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.

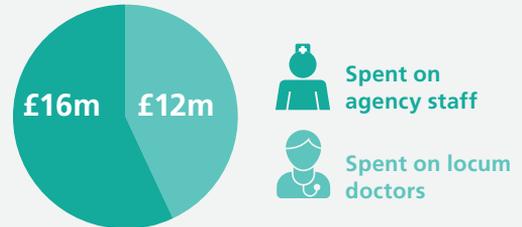
- Two thirds of our dementia beds are based in the Dover, Deal and Folkstone area, with only a small percentage available in the Ashford and Thanet areas. This means people can't always find the right care home near to where they live.
- A number of care homes in east Kent have closed recently. We have 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.

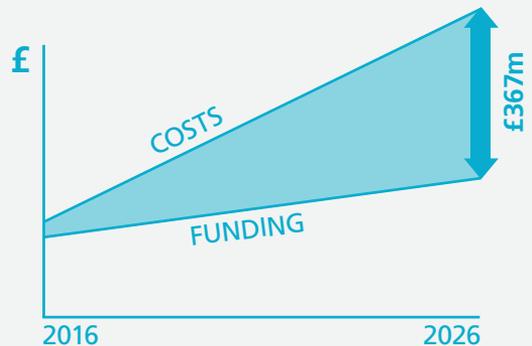


Funding

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 **£367 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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