NHS Eastern and Coastal Kent Community Services
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I have now had the privilege of leading the Community Services Board for 12 months, during a period of significant change, but also a period when our staff have continued to provide high quality health care in communities across eastern and coastal Kent. This Annual Report is our opportunity to provide feedback on just some of our activities and services, which I hope will show what a difference our staff make to so many people in meeting their needs for high quality healthcare and support.

As a Board we work together, as Executive and Non-Executive Directors, to ensure support is provided in the community to all those who need it. We now meet in different public locations across eastern and coastal Kent throughout the year, and we set aside time at these Board meetings for members of the public to tell us what they think of our services and to suggest how we might further improve their delivery. This is just one way of hearing views from the public; and we want to explore ways of building on our current ways of engaging with patients, so we hear not just from those who have been able to make their views known, but also from others who can make a valuable input into our service planning.

Following the General Election in May, we now have a new national policy for the NHS. A policy which recognises community health provision as a cornerstone of the service; and over the coming months will see our own organisation move into independent Trust status to reflect this. Taken together with the other national policy changes, this will open up new opportunities to grow our existing services, better integrate services with other parts of Health and Social Care, and reshape services wherever this provides better care.

Finally, I should like to specifically thank my fellow Non-Executive Directors, who give unstintingly of their time and their talents; and Philip Greenhill and his Executive Team, who provide the energetic leadership all organisations need. It is also an opportunity to express my personal thanks to all our staff. They are hugely committed, caring, and competent, and it is a real pleasure to be involved with the organisation in which they work.

I look forward with great enthusiasm to the next stage in the development of Community Services as a provider of really high quality health care, and to delivering the improvements we all want to see.
Welcome to the 2009/10 Annual Report for NHS Eastern and Coastal Kent Community Services. We provide community services for around 740,000 people in our area, as close to home as possible. We work in partnership with GP’s, Social Services, Hospitals Trusts, Volunteers and others to provide the best possible standard of care for our patients.

From April 2009 we were what the NHS call an Autonomous Provider Organisation, in practice we became a stand alone provider organisation, more separate from the Primary Care Trust who commission our services.

Our services, some of which have been hailed as examples of best practice nationally, have been helping local people following periods of acute illness or treatment, to live more independent lives. Our services also support people to live a healthier lifestyle. This report highlights just a few examples of where we have excelled in delivering better care over the last year.

I am very proud to be leading a 3,500 strong team of dedicated people, who, regardless of their role are completely focussed on achieving the very best for our patients. Our staff work as multi-disciplinary integrated teams, nurses, therapists, doctors and administrative support staff. It is a winning combination demonstrated by the number of people who were nominated for our STARS awards (STaff Award Recognition Scheme), very often by the very patients they have supported.

There are challenging and exciting times ahead for Community Services as we look to the future. One of our main ambitions is to continue to engage with patients and learn from their experience to ensure we are delivering high standards of care in a way that best suits our patients.

NHS Eastern and Coastal Kent Community Services is committed to providing better care, closer to home and to breaking down the barriers that block innovative and effective patient care.
Deliver the highest quality care to our communities, by being recognised as the best provider of community healthcare in eastern and coastal Kent and the South East, and one of the top five high-performing community healthcare organisations in England
Partnerships
We operate in conjunction with Social Services, Hospital Trusts, a Mental Health Trust, an Ambulance Trust and GPs, pharmacists, dentists and opticians, to provide your community healthcare needs. We actively seek the best and most effective relationships with like-minded organisations.

Quality
NHS Eastern and Coastal Kent Community Services is an organisation that fundamentally believes in delivering high quality personalised healthcare that meets the needs of every individual. The services provided are clinically effective, safe, and delivered to the highest clinical quality and standards.
Our services

This annual report is about our successes over the last year and provides an example of work we do with our patients in the community.

We provide the following services:

**Adult Clinical Services**

- **Long Term Conditions Service**
  - Community Matrons
  - Community Cardiac Services
  - Cardiac Rehabilitation Service
  - Respiratory Nursing Team
  - Pulmonary Rehabilitation Service
  - Diabetes Nursing Team

- 24 Hour Community Nursing
- Intermediate Care Services
- Folkestone NHS Walk-in-Centre and Minor Injuries
- Community Hospital Inpatient and Out Patient Services
- Continuing Healthcare Expert Team
- Bladder and Bowel
- Epilepsy Nursing Team
- Lymphoedema Service
- Older Peoples Specialist Team
- Safeguarding Vulnerable Adults Team
- Learning Disability Services

**Children and Families**

- Integrated Therapy and Care Co-ordination Services for Children (ITACC)
- Physiotherapy, Occupational Therapy, Specialist Nursing Advisors
- Paediatric Speech and Language Therapy
- Community Children’s Nursing and Respite Service
- Communicative and Assistive Technology Service
- Primary Mental Health (Child and Adolescent Therapy Services)
- Safeguarding Services - Looked After Children Team, Adult Protection and Child Protection
- Children’s Integrated Universal Services
- Children’s Bladder and Bowel Team
- Diabetes Nursing (Paediatric) Team

**Specialist Clinical Services**

- Sexual Health Services
- Dental Services
- Podiatry / Podiatric Surgery
- Clinical Dietetics and Healthier Living Service
- Adult Speech and Language Therapy
- Integrated Musculoskeletal Services
- Integrated Equipment and Wheelchair Service
- Managed GP Practices
Care closer to home

New nursing structures are already benefitting patients

District Nursing has gone through many changes since it was originally set up more than 150 years ago. Primary Care Nursing Teams have been created to place community nurses back in the heart of a community within a GP practice.

The development of Primary Care Nursing Teams (PCNTs) in eastern and coastal Kent put us ahead of the game by ensuring the motto “care closer to home” becomes a reality for many more of our patients.

It is being achieved by working much more closely with the 600 GPs in our area and using the fantastic skills of our community nursing teams in an innovative and patient-focused way.

Having piloted a year-long PCNT model of care in six practices across eastern and coastal Kent we were able to challenge existing assumptions, test new ways of working productively and measure not only practice satisfaction levels, but, most importantly patient satisfaction with our services.

Key elements of the pilot included:

- Community Nursing Teams moving into GP Practices
- Implementing a Service Level Agreement (contract)
- Practices taking over day-to-day operational responsibility for the nursing teams with Community Services retaining responsibility for employment, training and governance issues
- Each team being led by a qualified District Nurse.

Evaluation from the pilots showed that working relationships with the GPs were radically improved, activity increased, there was a much better understanding of each others roles and unnecessary home visits were reduced.

Other benefits included:

- A bigger role for nursing staff with GPs who were more willing to transfer responsibility, provide supervision in examination and prescribing techniques
- An increase in collaborative working with social care and other community services colleagues
- Embedding the nursing team in the practice, led to better communication with GPs, practice managers and other practice staff.

Having established the positive potential of the PCNT model the next step was to learn the lessons, refine the process, achieve “buy-in” from practice-based commissioners, develop a Community Nursing Strategy with commissioners for full implementation across eastern and coastal Kent, agree the investment required, and consult with staff.

As we move forward with these innovative changes to community nursing we are heartened by the success so far and encouraged by the commitment shown by both GPs and our own nursing teams to work better together for the benefit of patients.
**Stroke Awareness**

Staff from Community Services and the East Kent Hospitals University Foundation Trust have been working closely together to jointly care for patients discharged from hospital and recovering in the community. Patients get the expert clinical advice they need and care within their own home to quickly recover their health and independence.

**Joint working to promote Stroke Awareness Day Health Walk**

Staff from Community Services were on hand in Canterbury in May 2009 to help promote Stroke Awareness Day, a European-wide initiative developed through the Stroke Association’s membership of the Stroke Alliance for Europe (SAFE).

People are being asked to watch out for signs of a stroke in other people and get medical help urgently. Signs can include slurred speech and problems with partial paralysis of the facial muscles.

Philip said: “It was always my intention to make even more time for visits to staff to see their working conditions, learn more about how they work as a team to benefit our patients and also to see if I can do anything to help them achieve more or make life easier in general. I have booked time in my diary for regular visits to different parts of Community Services to ensure I get a real understanding of how things are for staff at grass roots.”

Pictured getting “hands on” is Philip Greenhill, Managing Director of Community Services, during his second “back to the floor” visit to Sheppey Hospital in July 2009.
Children and Families

Primary Mental Health Services

A pilot project is providing on-line support and advice for local teenagers. The Child and Adolescent Therapy Service (CHATS) has traditionally provided face-to-face counselling in schools, Connexions (careers advice centres) and other settings.

This new initiative aims to provide easy access to support, advice and therapeutic interventions for all young people, but is also trying to reach out to those who are sometimes reluctant to attend face-to-face counselling (e.g. adolescent boys).

This pilot aims to extend the current CHATS service provision enabling on-line access to the service for secondary school age students from the comfort of their own homes or another chosen setting, at anytime of the day or night, with issues that affect their mental health and emotional well being, in the knowledge that they will receive a response within an agreed time frame.

Case study - Positive Counselling

Stephen is 15 and struggling academically. He was becoming increasingly isolated from his peer group and struggling to engage in school life. Because Stephen’s behaviour was not disruptive and he was a quiet boy, there were no concerns raised about him.

Posters promoting the online service were placed in areas where students find it easier to withdraw to i.e. the toilets, First Aid rooms and the computer room.

The first email came from Stephen at 10pm on a Sunday after a row with his parents. The counsellor opened her email and responded on Monday morning to Stephen, introducing herself and explaining how the service would support him.

Stephen accessed the service on eight occasions usually in the evenings. The counsellor helped him to work through the communication difficulties he was having at home and encouraged him to use different communication strategies with his parents e.g. saying hi when he came in from school. He was also encouraged to seek more help from his teachers at school. The counsellor continued to work with Stephen on highlighting his strengths and building his self esteem.

Stephen’s emotional well-being which he scaled himself rose from 2 (at worst) to 8 and impacted on both school, home and in his relationships with peers because he was more open and happy with himself.
Domestic Abuse Leads

It is now nearly two years since Domestic Abuse Leads were appointed in eastern and coastal Kent. Domestic Abuse Leads provide advice and support to clients and staff and are a major resource for their locality. We have seven full-time leads across eastern and coastal Kent.

They work closely with partner agencies such as the police and local councils, developing support and providing information and practical guidance. Crucially, they provide specialist support to those complex cases within the local women’s refuge.

Case study - partnership working means better support for families

A young couple with three children under five had come to the attention of our service when the mother talked to one of our Nursery Nurses. With the mother’s permission, the Domestic Abuse Lead was asked to help out. Upon investigation it was found that there were patterns of abusive behaviour including bullying, threats of violence and isolation from friends and family.

A plan of action was agreed that protected the children, supported the mother and helped the family agree a course of action. It eventually supported the mother in ending the relationship and getting support from health and social care, friends and family, to move on and create a new life for her and her children.

The father has permanently moved out of the family home. The police were involved in a minor incident at the home which led to his arrest. The locks have since been changed by the housing association. The mother has started the Freedom Programme. The Nursery Nurse has almost completed a package of care and completed a developmental assessment as identified in the health needs assessment. The Nursery Nurse has also noted an improvement in the children’s behaviour. The mother is now accessing the local children’s centre, is supported by family and friends, and continues to work with appropriate services.

In this case and many others, early intervention and support has prevented potential harm to children and helped ensure a safe and secure environment for the family.

It is recognised that domestic abuse can have a significant impact on people’s health. The number of reported victims in Kent and Medway for 2009/10 was just over 21,000.

Our Domestic Abuse Leads have also played a major role in developing multi agency ‘one stop shops’ providing support to domestic abuse clients in a community venue. These sessions provide access to advice on a range of topics including health, housing, legal, victim support and police enforcement.
Safeguarding Services

Part of our Safeguarding Services Team includes the Looked After Children’s (LAC) Specialist Nursing Team. This team promote the health and wellbeing of children who are in care. They work with Kent County Council, other local authorities and independent care providers to ensure that the health needs of the child are met.

Members of the team engage with children of all ages and backgrounds, some who come from the local area but many are placed in our county from London and other areas around the country. Many of the children form a close bond with the LAC Nurse and they become a key source of support and advice for the child.

Asked what the most important bit about their job was, a member of the team said;

“To never give up on the child and their needs and do your best to minimise the damage and impact on the child to give them the best chance in life”

The LAC Specialist Nursing Team are based in Waterloo Crescent in Dover and can be contacted on 01304 222352.

Team Around Children gets recognition at national awards ceremony

Our Team Around Children (TAC) were nominated for the Integrated Children’s Team of the Year Award in the 4Childrens National Stars Awards 2009, got through to the final awards and became runners up in this category!

Four representatives from TAC Services attended an interview and an evening gala dinner at Lloyds of London on the 24 June 2009. The award was for teams that were able to demonstrate improved outcomes for children and families, innovative working practices and strong multi agency links/partnerships.
Talking sex matters to young people

School Nurses from Community Services are attending local schools and providing sex education sessions for years seven, eight and nine pupils, as part of the national Personal, Social and Health Education (PSHE) support offered to schools. The aim is to engage the young people in presentations and discussions about preventing teenage pregnancy and sexually transmitted infections. Prevalence for both of these areas continue to show significant increases.

The approach of openly talking about contraception and the potential consequences of early pregnancy, as well as the risks of infection is having a positive effect, with many teenagers saying these sessions are both useful and enjoyable.

Young mums in a big Deal

Community Services staff are playing a key part in a new scheme to help young mums in the community. Community Health Nurses and Community Nursery Nurses have worked with midwives to organise a short break for a small group of young mums in the Deal area. Aged between 17 and 24, the mums with their babies or toddlers, and qualified NHS staff spent a few days together. The aim was to help the mums with any issues they may have and give them a chance to socialise with others in a similar position. For some it was their first trip away from where they live.

Staff involved in the scheme have received a top prize in Kent for innovative practice in working with young people.
Long Term Conditions Service

The Long Term Conditions service (formally known as the Community Matron Service and Specialist Teams which including Cardiac, Respiratory and Diabetes) is managing all aspects of the long term condition nursing care of patients.

As the main provider of community healthcare, we have to care for many patients who are ill over a long period of time and often have complex healthcare needs. They may well have one or more acute episodes of care and then require prolonged care in the community.

The Long Term Conditions service meets the requirements of national NHS policy from the Department of Health and local policy from the NHS South East Coast (our Strategic Health Authority) to deliver a more integrated service to better meet patients needs in a local setting.

Many of these patients have cardio-respiratory conditions which require a combination of specialism’s, use of assistive technology and case management over 24 hours a day / seven days a week to support, empower, educate and monitor their condition to prevent a crisis, improve quality of life and keep them out of hospital.

The proactive management of patients with long term conditions will provide a real opportunity to prevent a medical crisis and inappropriate hospital admission. It will also support the early discharge of a patient back into their own home.

Expert Patients Programme

The Expert Patients Programme course is based on the Chronic Disease Self-Management Programme (CDSMP) developed and researched over the past 20 years by a team led by Professor Kate Lorig at the Patient Education Research Centre, Stanford University, California.

The CDSMP recognises that people with all kinds of long-term conditions are dealing with similar issues on a daily basis.

The course is run over six consecutive weekly sessions of 2½ hours each week. Each week, two trained volunteer tutors, with personal experience of living with a long-term condition, lead participants through the course covering topics such as relaxation, diet, exercise, fatigue, breaking the symptom cycle, managing pain and medication, and communicating with health professionals.

Data shows that four to six months after completing the course:

- GP consultations decreased by 7%
- Outpatient visits decreased by 10%
- A&E attendances decreased by 16%
- Pharmacy visits increased by 18%

Supporting people with long term conditions to enable self care is a national strategic priority in service redesign and service improvement. The Department of Health White Paper ‘Supporting people with long-term conditions to self care’ (February 2006) asserts that a key aspect of this strategy is the implementation of the Expert Patients Programme

Over the past year in eastern and coastal Kent:

- 11 courses have been run with 121 people attending
- The tutors won the Non Clinical Team of the year at the STARS awards

It is designed to help people locate an NHS dentist and the helpline is also able to provide non-clinical advice. It will help people who don’t have a dentist get emergency dental treatment and explain NHS treatment charges.

It also has information on how to access specialist dental services such as orthodontics and domiciliary dental care.

People needing NHS dental treatment or a check-up can phone the number free on 0808 238 9797, or you can text 0794 309 1958 for a call back.

The helpline is open from 8am to 5pm Monday to Friday.

Courses will be available throughout eastern and coastal Kent during the coming year. Should you know of anyone who could benefit from the course, please contact:

Jane.Reynolds@eastcoastkent.nhs.uk

Tel: 01233 667808

Mobile: 07944935047

See the DVD describing the Programme on the Community Services website: www.eckcommunityservices.nhs.uk
Specialist Clinical Services

Orthopaedic and Chronic Pain Services

**Our Integrated Clinical Assessment and Treatment Services (ICATS)** is a pioneering service for Orthopaedics and Chronic Pain Management which has been developed over the last five years.

The service aims to provide good pain control and speedy and clear access to treatment when needed. Traditionally patients would have joined long waiting lists to be seen in a hospital setting when what many patients needed was quick access to a specialist opinion and access to non-surgical treatment.

Our teams have been developed to provide faster access to specialist assessment and treatment for patients with problems such as hip, knee and shoulder joint conditions, problems affecting muscles and tendons, back and neck problems and long term pain from a variety of causes.

Staff include associate specialist doctors, GPs with a special interest in pain management, physiotherapists with extended skills in orthopaedic medicine, specialist nurses, clinical psychologists, an occupational therapist and a range of complementary therapy practitioners such as acupuncturists, Tai Chi instructors and Alexander Technique (coping with pain) teachers.

Following a comprehensive assessment by specialist medical or clinical staff a variety of treatment / management options are available including joint / soft tissue injection, further diagnostic investigations, physiotherapy, complementary therapies or pain management programmes.

Treatment is tailored to the needs of the individual following their initial consultation. Services are now provided at 18 sites across eastern and coastal Kent with a variety of clinic times, including some evenings, to ensure choice and ease of access for patients.

Since developing these services waiting times for appointments have reduced and the majority of orthopaedic patients are now offered an appointment within two weeks of referral to the service. Recent patient satisfaction surveys carried out within ICATS indicate that over 90% of patients rate the service they received as good or very good.

For more information contact **01843 830170**

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**Community Acupuncture Group celebrates 10 years**

Twenty three members of the Acupuncture Special Interest Group (SIG) celebrated their 10 year anniversary at a meeting in September 2009.

The group, which has expanded over the years, includes physiotherapists and acupuncturists from Community Services and physiotherapists from the Hospitals Trust and the independent sector. The group have supported audits of acupuncture practice and developed a comprehensive patient information leaflet.

The Acupuncture SIG was the first of eight SIGS to be set up within Community Physiotherapy Services to support staff to develop their clinical knowledge and skills and to offer peer support within a variety of specialist areas.
Healthy Living

The prevalence of obesity has trebled since the 1980’s and well over half of all adults are either overweight or obese. If current trends continue, at least one third of adults, one fifth of boys and one third of girls will be obese by 2020.

Obesity and being overweight increase the risk of the biggest killer diseases, such as heart disease, cancer and diabetes. The national cost of obesity is estimated at up to £4.5 billion per year, which includes treatment costs, indirect costs of premature deaths and sickness absence.

Our Nutrition and Dietetic Service works in collaboration with a number of partner organisations to ensure healthy eating messages are delivered and embedded to tackle healthy weight.

One example of such work is the role of the Healthy Schools Dietitian who works across Kent supporting Kent County Council with the Kent Healthy Schools Programme to provide support and expertise to Kent Healthy Schools to develop robust whole school food policies which involve delivery of training to a wide variety of staffing groups, development of resources and membership of quality assurance groups and other activities.

Specific support has also been given to the school meals service working in partnership with client services and the school meals contractors. This has led to advice being given on how to eat more healthily, advice on school meals and how to produce a more nutritious packed lunch.

Nutrition Week in 2009 - a success!

The Nutrition and Dietetics Team held their first eastern and coastal Kent wide Nutrition Week in 2009. The week highlighted the department’s ongoing commitment to tackling malnutrition in our patients and raising the awareness of the importance of good nutrition.

Nutrition Week also enabled the Team to launch a number of significant initiatives including new nutrition policies and a new and improved community hospitals menu. Patients can now more easily identify the option they need, for example high energy, vegetarian or soft food options.

According to recent research, 28% of all adults of all ages are at risk of malnutrition on admission to hospital, care homes and mental health units. Malnutrition means longer stays in hospital, more visits to GPs and slower recovery times. Due to the success of Nutrition Week 2009, plans are being made by the Team to make this an annual event.

Our Community Nutritional Support and Diabesity Teams can be contacted on 01227 594836 and 01304 828740.
Patient experience and public engagement

Patient experience and public engagement is another way of saying ‘involvement’. We want to make sure that our patients are involved in decisions about their care and treatment and that patients and the wider public are involved in shaping how our services develop.

What you told us: We need to find ways for patients to get involved in shaping services.

What we did: We set up a Patient Experience Group that brings together patients, staff and the Local Involvement Networks (LINks). The Group means we now have a way of checking that patient feedback is used to make improvements where needed.

What you told us: We need to listen to the experiences of patients and carers using our services.

What we did: Every service carries out a patient survey at least once a year. Most of our patients are very satisfied with the care they receive and we get a lot of very positive comments about the professionalism and kindness of staff. Where patients say that we didn’t get things right we have taken action. In 2009/10 these actions included:

- The Community Cardiology Services improving their patient information.
- The Wheelchair Service has improved its telephone system so that patients can get in contact more easily. They have also highlighted to commissioners patients’ concerns about inadequate facilities at clinic bases.
- The Adult Speech and Language Therapy Service are reviewing some of their clinic accommodation as patients felt it was cramped.
- The Loan Equipment Service will be making sure that when equipment is delivered to the patients home it has instructions, it is fitted / height adjusted if needed and patients are shown how to safely operate it.
- The Intermediate Care Team are closely monitoring response times to referrals as patients expressed some concern about delays.
- The Community Dental Service have reminded staff about the importance of giving patients information leaflets about consent and charges and to be mindful of patients’ privacy when discussing their treatment.
- The Urogynaecology Physiotherapy Service will make sure that patients know they have a choice of clinic locations and appointment times.

What else have we done?

- Set up Patient Experience Groups at each of the community hospitals in Deal, Faversham, Herne Bay, Sheppey, Sittingbourne and Whitstable/Tankerton. The groups provide local people with the opportunity to be involved in monitoring and developing local services.
- Recruited patient representatives for our Infection Prevention and Control Committee, Nutrition and Dietetics Resource Governance Group, the Falls Operational Group, Integrated Provider Stroke Rehabilitation Group, and Essence of Care Group.
- Set up a Health Forum in partnership with the Gypsy and Romany Traveller community in Swale in order for our services to work with the community to improve their access to healthcare.
Supporting Community Services

Community Services relies upon the support of several back office services and other agencies to help and deliver the best possible patient care. An example of these include:

The League of Friends – helping to support our patients in the community

We are lucky to have several League of Friends organisations in our area including: Sittingbourne Memorial and Community League of Friends, Faversham Cottage Hospital League of Friends, Whitstable Hospital and Healthcare League of Friends, Queen Victoria Memorial Hospital League of Friends and the Victoria Hospital Deal League of Friends.

All of the League of Friends have provided valuable support, fundraising and equipment to supplement what the NHS already provides. Perhaps most importantly, the League of Friends have helped our patients when they come to stay in our Community Hospitals. A helping hand with meal times, administration and having a good book to read, can go a long way to enhancing the patient experience.

The League of Friends help complement the excellent clinical care given by our staff. Some specific examples of the excellent work done include:

- **Sittingbourne** – a new Neurology couch was provided for use in the rehabilitation of patients.

- **Whitstable** – recently recognised the services of over 45 volunteers as part of the Diamond Awards scheme – some volunteers had given over 40 years service to the local community.
More than 4 million children and young people are enjoying the benefits of attending a Healthy School. Promoting the link between good health, behaviour and achievement.

Inspiring healthier lives

To help schools continue to build upon good practice, our Healthy Schools enhancement model has just been launched and is now available at: www.healthyschools.gov.uk.

Supporting Community Services

- **Herne Bay** – continued to provide extra equipment to the Queen Victoria Memorial Hospital as it underwent a refurbishment programme.
- **Faversham** – played a crucial role in working with the NHS and the community to help decide what services would be on offer at the Faversham Minor Injuries Unit.
- **Deal** – a significant amount of work has been carried out to refurbish the summer house in the grounds of Deal Hospital for the benefit of all patients and visitors.

We would like to thank all the volunteers from the League of Friends for all the work you do for our patients.

Privacy and Dignity – everybody’s business

The Privacy and Dignity roadshows have visited all our Community Hospital sites during 2009 to help raise awareness amongst Community Hospital staff of the privacy and dignity agenda.

Rieta Mugford and Andrea Mitchell are both Staff Nurses at Whistable and Tankerton Hospital. They have both become Dignity Champions. Rieta and Andrea said:

“We went along to the study day in Manchester, and became really hooked. Community services are 100% behind us in helping to promote privacy and dignity for our patients”

The enthusiasm of Rieta and Andrea is clear. They have introduced signs to remind ward staff to draw curtains and to check before entering, which is really appreciated by patients.

Human Resources and Learning and Development Team

A dedicated team of staff provide Human Resources (HR) and Learning and Development support that our 3,500 staff need to work for us.

This work includes putting staff management policies in place to enable us to recruit the right staff, ensure that they are well inducted to our organisation and continue to receive the learning, development and education they need to carry out their jobs safely, effectively and ultimately deliver excellent patient care.

One way our HR team do this is to provide “Building Blocks of People Management” events throughout the year. These events are designed to provide information to staff on the processes and procedures involved in people management within the NHS.

Well supported staff are happy and happy staff deliver better patient care!
Communicating and engaging

Listening to our patients and communicating with our staff are crucial to us being able to deliver the best possible levels of patient care in Community Services.

We have appointed a dedicated lead on our patient and public engagement work and continue to build up our relationships with patient groups, charities, volunteers and the community at large.

Internal communications between all levels of staff are vital to ensure the direction, purpose and policies of the organisation are fully understood and, more importantly, that our patients can benefit fully from a happy, well-informed workforce.

We have weekly email bulletins to staff, a bi-monthly staff magazine, our own website, intranet and regular staff engagement workshops.

Information leaflets, informative DVDs on services the organisation provides and a new public facing website have also been created to help the public get the information they want.

We recognise that as we continue on our path towards becoming a Trust, we need to communicate well with our staff and patients, using their expertise and feedback to build better services for the future.

Our Communication and Engagement Team can be contacted at 01233 667811 or by email at cs.commsteam@eastcoastkent.nhs.uk

Showcasing NHS Community Services

From November 2009 and then every other month, Community Services has been reaching out to staff and patients to tell them more about the services it provides. The Community Services Showcase events are held in conjunction with the public Board meetings.

Members of the Board and Senior Management Team are on hand to answer questions from the audience and those that attend have an opportunity to browse a series of stands promoting a range of our 35 services. The sessions include a demonstration of our website including how to search for healthcare services and a showing of some of our service DVDs.

So far Showcases have been held in Sheerness, Dover, Margate, Ashford, Hawkinge and Whitstable with plans in place to continue to visit various locations across eastern and coastal Kent.
Over the coming year community services will continue to evolve and develop to meet the changing expectations of patients. As this Annual Report shows there is a real desire to ensure more people are able to be cared for in their own home and in their local communities avoiding hospital admissions where this is not appropriate, as well as supporting families and individuals to live healthy lives for longer.

Community services will continue to play a strong role in the overall NHS family although the landscape of community providers is changing. Most community services across England have been provided in Primary Care Trusts (PCTs) but the new coalition government has confirmed that all community services must be provided outside of PCTs by April 2011, to focus PCTs purely on the commissioning of health services, before the launch of GP commissioning in coming years.

Many community services across England are now integrating themselves into hospital and mental health trusts but for us the picture is different. We have been chosen by the Department of Health, through a competitive application process, to be one of eight aspirant Community Foundation Trusts in England. A precursor to this is that we establish as a separate NHS Trust on our journey to becoming a Foundation Trust. Much of the work to make this happen has been completed and the expectation is that on the 1st October 2010 we will be established as an NHS Trust. This will ensure Community Services remains a key part of the local makeup of the NHS over the coming years and will support GPs and Hospital Trust colleagues in providing care and support to patients in a tough economic climate. For example, we will:

- Help ensure patients with long term conditions and elderly people can remain independent and at home and out of hospital for as long as possible
- Help support families when their child is born and more intensively if they have a health condition or disability
- Work in partnership with GPs and Social Services to support patients at the end of their life
- Enable patients to leave hospital in a coordinated and supportive manner
- Provide services to patients who would not normally access the NHS until they need complex care.

2010/11 will be an exciting year for Community Services with the launch of the new Trust and continued development of our clinical and support services, including a real focus on integrated and coordinated services across the NHS, social care and voluntary sectors. There are also plans to investigate whether both Eastern and Coastal Kent and West Kent Community Services can share best practice more effectively and look at ways in which the new Trust could provide a Kent wide solution for community services that will benefit patients, staff, GPs, commissioners and local communities.

The future is bright for community services in eastern and coastal Kent and this not only provides better local care for patients and communities but provides stability and focus to the thousands of staff that have chosen to work in here.
Our Board

Our board was created in November 2009, chaired by Mike Barkway. He has led the process of recruiting a small dedicated team of Lay members. These members combined with the clinical and managerial team provide a strong foundation of leadership for Community Services.

Mike Barkway Lay Chair
Mike has had a wide ranging career in the public sector and was a former Deputy Chief Executive of Kent County Council and Vice-Chair of Eastern and Coastal Kent PCT.

Mike has a real passion for people and a firm belief in the provision of community-based health care. Mike relishes the challenge of leading our Board and taking Community Services forward for the next three years.

Philip Greenhill Managing Director of Community Services
Philip Greenhill has worked in the NHS for 24 years. Prior to this current appointment Philip had Board responsibility for the provision of Community Services in NHS Eastern and Coastal Kent, and previously a similar role at Medway PCT.

His vast NHS experience has primarily been in community health services. Philip has a real passion for developing integrated health and social care services and believes partnerships with hospitals and GPs are critical to developing better services.

David Smithard BSc MBBS MD FRCP RICR - Associate Medical Director
David qualified in 1986 from the (Royal) London Hospital Medical College. David has undertaken research in the areas of swallowing and stroke as well as rehabilitation and acute stroke. In 1994 he became a Consultant at Queen Mary’s Hospital in Sidcup before moving to work in east Kent. David has been closely involved in the development of intermediate care services since 1998.

David took up his current post in August 2009 and works as the Associate Medical Director and a Consultant Physician with the Intermediate Care Team. David is also the lead for Research and Development and Director of Infection Control and Prevention.

Oena Windibank Operations Director and Deputy Managing Director
Oena is a trained Adult and Children’s Nurse and has worked in the Community since 1990 both as a District Nurse and a Community Children’s Nurse. She became a Nurse Consultant for Child Health taking forward the development of Integrated Children’s Services, initially for Children’s Nursing and Therapies. Her drive has always been to develop and support services to work together for the benefit of children and their families.
Our Board

Sue Baldwin

**Associate Director - Adult Clinical Services and Lead Nurse**

Sue has a background in general, community and rehabilitation nursing. In her current post she has strategic and operational responsibility for all provided Adult Clinical Services including Community Hospitals, Intermediate Care Services, Specialist Nursing, Community Matrons, Minor Injury/illness Units, 24 hour Community Nursing Services, with approximately 1,400 nursing and therapy staff.

Chris Wright

**Associate Director - Finance and Investment**

Chris joined the NHS as a management accountant for South East Kent Health Authority and then East Kent Community Services in 1998. He joined Bexley, Bromley & Greenwich Health Authority as Senior Finance Controller in 2000 which soon prompted his first introduction into Finance Commissioning.

Returning to east Kent in 2004 as Deputy Director of Finance at Shepway PCT, Chris then joined Eastern and Coastal Kent PCT in 2007 as Assistant Director of Finance (Commissioning). He now sits on the Board as Associate Director of Finance and Investment.

Paul Duncan

**Associate Director - Business Development**

Paul has worked for the NHS for over 32 years. During that time he has been based in Liverpool, London, Oldham and most recently with NHS Heywood, Middleton and Rochdale as Programme Director for Transforming Community Health Services. He has held Director level positions in NHS organisations for the past 15 years covering a wide range of portfolios including commissioning, modernisation, strategy development, primary care, mental health and corporate affairs.

Phil Edbrooke

**Associate Director of Quality, Performance and Corporate Development**

Phil’s portfolio includes governance and quality and safety management, as well as organisational performance management. He also leads on corporate development and communications and is leading the Transforming Community Services Programme.

Phil has a true passion for integrating quality and performance management and making governance ‘real’ on the front-line. He has worked for NHS Eastern and Coastal Kent since its inception in 2006 and previously worked for Shepway PCT.

Helen Bennett

**Associate Director of Human Resources and Organisational Development**

Helen Bennett has worked for the NHS since 1994. Prior to joining the NHS, Helen worked for Eurotunnel for 10 years and was pleased to be part of the team that opened the tunnel between Kent and Calais. Helen has developed and implemented the HR Business Partner Model of HR provision within Community Services to ensure that services and staff are supported with the absolute best HR practices, as well as ensuring we are viewed externally as an “employer of choice”.
Judith Clifford  Associate Director
of Allied Health Professions and Specialist
Clinical Services
Judith qualified as an Occupational Therapist in
1977 and has held a variety of posts in Kent working for the NHS;
she also spent a short period working for Social Services.
Judith holds a position on the Board as lead Allied Health
Professional and has strategic and operational responsibility for
Sexual Health, Community Dental Services, Pharmacy, Podiatry,
Adult Speech and Language Therapy, Nutrition and Dietetics,
Physiotherapy and Musculoskeletal Services, Primary Medical
Services and our Community Equipment and Wheelchair Services.
She has a strong commitment to professional standards,
partnership working and maximising the role that staff within
Community Services play in the delivery of high quality care.

Mike Cosgrove  Non-Executive Director
Mike’s career has spanned education, HR,
social services and the voluntary sector. He is
an associate with the National Improvement and Development
Agency, and has a strong commitment to the NHS. His knowledge
and experience of joint working and partnership to support
people’s health and social care needs is considerable.

Deborah Charnock  Non-Executive Director
Deborah has a Ph.D. in psychology and has held
posts as a health educator and researcher in the
voluntary sector, local government and academic departments.

Deborah currently works as a consultant and trainer with a special
interest in health empowerment and informed choice.

Richard Field  Lay member
Richard has worked in the Agricultural Supply
Sector for over 30 years, with experience of
running single and multi site businesses. Until
recently he has been Managing Director for Grain Harvesters Ltd
based at Wingham near Canterbury.
Richard is a Governor at The Canterbury Campus and a Trustee of
Age Concern Canterbury.

Steve Howe CBE  Lay member
Steve retired from the Army in September 2009
after 39 years service in the Royal Army Medical
Corps. As a Brigadier he commanded the Army’s
Medical Brigade and in his last appointment headed the Medical
Operations and Plans Directorate in the MOD overseeing the
medical aspects of overseas operations, particularly those in Iraq
and Afghanistan.

David Robinson  Lay member
David has had a 30-year career in public affairs,
corporate communications and marketing,
covering both the public and private sector.
Formerly he was executive director, communications and
marketing for the Qualifications and Curriculum Authority.
Eastern and Coastal Kent Community Services (ECK-CS) enjoyed a very successful year financially in 2009/10 achieving a £650k surplus against a net income of £119.5m. This is a gain of income of £3.5m for additional clinical services from 2008/9.

The surplus was achieved despite a number of significant financial challenges, none more so than managing the cost of the Primary Care Trust (PCT) buildings and estate. This surplus will be reinvested into community services in 2010/11.

ECK-CS as part of the Primary Care Trust does not submit separate statutory financial accounts to the Department of Health, but is required to support the PCT in achievement of its statutory financial duties and targets, which were all achieved. It also has a responsibility of working within the system of internal control in place for NHS Eastern and Coastal Kent. For a full description of these statutory duties and the Statement of Internal Control please refer to the 2009/10 NHS Eastern and Coastal Kent Annual Report.

2009/10 was the first year ECK-CS as an Autonomous Provider Organisation enjoyed financial separation from the Primary Care Trust in that it had its own financial governance structures, bank accounts, separate financial ledger and reporting arrangements.

ECK-CS has a strong base from which to continue to develop sound financial management and stewardship, ensuring investment in community clinical services is maximised.

A summarised financial position against the main service headings for 2009/10 is shown overleaf.
### SUMMARY FINANCIAL POSITION 2009/10

<table>
<thead>
<tr>
<th></th>
<th>0910 Full Year Actual £k</th>
<th>0910 Full Year Budget £k</th>
<th>0910 Full Year Variance £k</th>
</tr>
</thead>
<tbody>
<tr>
<td>Children &amp; Families</td>
<td>19,446</td>
<td>19,808</td>
<td>361</td>
</tr>
<tr>
<td>Specialist Clinical Services</td>
<td>35,581</td>
<td>37,886</td>
<td>2,304</td>
</tr>
<tr>
<td>Adult Clinical Services</td>
<td>56,072</td>
<td>56,518</td>
<td>446</td>
</tr>
<tr>
<td>Learning Disabilities</td>
<td>3,449</td>
<td>2,480</td>
<td>(969)</td>
</tr>
<tr>
<td>Estate held on behalf of the PCT (Corporate Costs)</td>
<td>4,274</td>
<td>2,782</td>
<td>(1,493)</td>
</tr>
<tr>
<td>Community Services Total Spend</td>
<td><strong>118,823</strong></td>
<td><strong>119,473</strong></td>
<td><strong>650</strong></td>
</tr>
<tr>
<td>Net Income</td>
<td>(119,473)</td>
<td>(119,473)</td>
<td>0</td>
</tr>
<tr>
<td>Community Services Net Spend</td>
<td><strong>(650)</strong></td>
<td>0</td>
<td><strong>650</strong></td>
</tr>
</tbody>
</table>
We are greener, cheaper and better looking!

In order to keep the costs down this Annual Report has been designed by a small independent designer rather than use a major more expensive design company.

We have also reduced the size to save on paper costs and kept the paper quality lower without compromising on the quality.

We hope you enjoyed reading this report, if you have any feedback please:

email: cscommsteam@eastcoastkent.nhs.uk

Telephone: 01233 667813

Or write to Communication and Engagement Team, Trinity House, 110-120 Upper Pemberton, Eureka Park, Ashford, TN254AZ

Feedback

We welcome any feedback, positive or negative so please let us know what is important to you. Contact us on the details above.

Designed and produced by JPW Creative: Tel: 0780 317 4044