

# Annual members meeting

Thursday 12<sup>th</sup> October 2017



# The year ahead

Ann Barnes, Chief Executive





# Today's presentation

- **Our challenges continue**
  - Care Quality Commission (CQC) reports
  - A&E four hour waiting target
  - Winter pressures
  - Our finances
- **Stockport Together partnership**



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# Our challenges

## Care Quality Commission (CQC)

- Unannounced visits in March and June 2017, following January 2016 formal inspection
- Reports published last week
- 'Requires improvement' overall rating – with 'inadequate' rating for urgent & emergency services
- Key areas of concern:
  - Nurse recruitment
  - Delayed discharges from wards
  - Too many patients waiting in A&E to be admitted, transferred or discharged



	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Requires improvement	Requires improvement	Requires improvement	Inadequate	Inadequate
Medical care	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Surgery	Good	Good	Good	Good	Good	Good
Critical care	Good	Good	Good	Requires improvement	Good	Good
Maternity and gynaecology	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement
Services for children and young people	Requires improvement	Good	★ Outstanding	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	N/A	Good	Good	Good	Good
Overall	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement

	Safe	Effective	Caring	Responsive	Well-led	Overall
Community health services for adults	Requires improvement	Good	Good	Good	Requires improvement	Requires improvement
Community health services for children, young people and families	Good	★ Outstanding	Good	★ Outstanding	★ Outstanding	★ Outstanding
Community health inpatient services	Good	Good	Good	Good	Good	Good
Community End of Life Care services	Good	Good	Good	Good	Good	Good
Overall Community	Good	Good	Good	Good	Good	Good





# Our challenges

## Care Quality Commission (CQC)

- Major improvement plan in place: short, medium and long term actions
- Recent **Health Education England** visit concluded 'positive steps with considerable improvement in morale, staffing levels and senior leadership in the emergency medicine department'



The background image shows a large, modern hospital building with a blue roof and orange-brown walls. In the foreground, a yellow and blue emergency ambulance is parked. The text 'STOCKPORT' and 'NHS Foundation Trust' is visible on the building's facade.

# Our challenges

## **A&E four hour wait target**

- Long term challenges since 2015
- Immediate actions include:
  - More senior doctors in A&E at night
  - Increasing safe discharges at weekends
  - More services in community
- Long term solution through Stockport Together programme – more later



# Our challenges

## Winter pressures

- Our winter plan covers actions to help us through winter pressures including;
  - More beds for respiratory patients
  - More pharmacists to help discharge patients
  - Less planned operations over Christmas period to manage more emergency patients



# Our challenges

## Our finances

2017/18 Forecast	
Income	£303 million
Expenditure	£330 million
<b>(Deficit)</b>	<b>(£27 million)</b>

Losing around **£90,000** per day

Plan to make savings of **£15 million** – more detail in  
finance presentation



# Today's presentation

- **Our challenges continue**
  - Care Quality Commission (CQC) reports
  - A&E four hour waiting target
  - Winter pressures
  - Our finances
- **Stockport Together partnership**



# Stockport Together

- Partner organisations integrating health and social care services across Stockport
  - Providing more care closer to home: eight neighbourhood teams led by GPs, identifying and managing people most at risk, preventing crisis, and reducing hospital admissions
  - Also focusing on prevention and the role people play in their own health and care
- Plans should deliver better care for patients and £28 million savings



# Stockport Together plans

By 2021 aims to:

- Reduce A&E attendances by up to **32%** per year
- Reduce emergency admissions for the **15%** most at risk by **27%**
- Reduce average time in hospital for the **15%** most at risk by up to **50%**
- Reduce outpatient appointments by **40%**

6% of Stockport people account for 60% urgent admissions



## Stockport Together – integrating services

- Joining together services such as community health, adult social care, primary care, mental health and some hospital services (Stockport Neighbourhood Care)
- Plan is for these to eventually come under a new Accountable Care Trust
- Based around Foundation Trust - single organisation for health and social care services in Stockport for the first time

19.4% of people in Stockport are over 65, above national average, with growing number of long term conditions





## Stockport Together – new models of care business cases

- Changes centred around new models of care business cases
- Draft business cases approved by Stockport Together partners this summer, alongside public ‘listening exercise’
- Consultation 10<sup>th</sup> October - 30<sup>th</sup> November – have your say at [www.stockport-together.co.uk](http://www.stockport-together.co.uk)



## Stockport Together – Examples of work done so far

- **Transfer Hub** launched May 2017 - speeding up safe discharge by putting everything in place quickly at home or in care home, to help patients return and remain independent
- **Active Recovery Team** launched Jan 2017 – short term service providing home care support, physiotherapy and occupational therapy in the home
- **Crisis Response Team** launched Nov 2016 - responds within two hours to people at risk of being admitted to hospital within next 24 hours



## In summary

- Working hard to address issues raised by CQC – with many improvements already achieved
- Winter plans in place – but will be challenging
- Stockport Together partnership at heart of long term improvements
- Financial challenges continue



# 2016/17 Financial Review

Feroz Patel, Director of Finance

31142.45  
+ 3542.55  
+ 1352.14  
+ 2100.36  
+ 854.94  
=====

38992.44

30589.68

1312.25  
954.36  
874.48  
+ 689.45

59.14

2055

+ 1445.65  
+ 1204.25  
+ 2008.6  
+ 1804.7

14092.69

1124  
+ 542  
+ 1241  
+ 640  
+ 428.4



# 2016/17 financial review - plan

**£6m planned deficit**



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**£8.4m sustainability and transformation fund (STF)**

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**£25.7m cost improvement programme (CIP)**

**£40.1m pre-CIP deficit**



# 2016/17 financial review - actual



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**£3.3m cost control & other savings**

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**£3.0m bonus & incentive STF**

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**£8.4m STF**

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**£4.5m monies from partners**

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**£14.6m CIP (£8m recurrent)**



# 2016/17 financial review

- Delivered a deficit of £6.3m (£12.9m deficit in 2015/16)
- Achieved cost reduction of £14.6m in-year (£11.8m in 2015/16)
  - **BUT** only £8.0m (53%) delivered recurrently
- Spent £207m on staffing (68% of operating expenditure) of which £13.5m on agency staff (4%)
- Invested £10m in capital expenditure predominantly in completing the new medical and surgical centre and developing the electronic patient record



# Capital expenditure

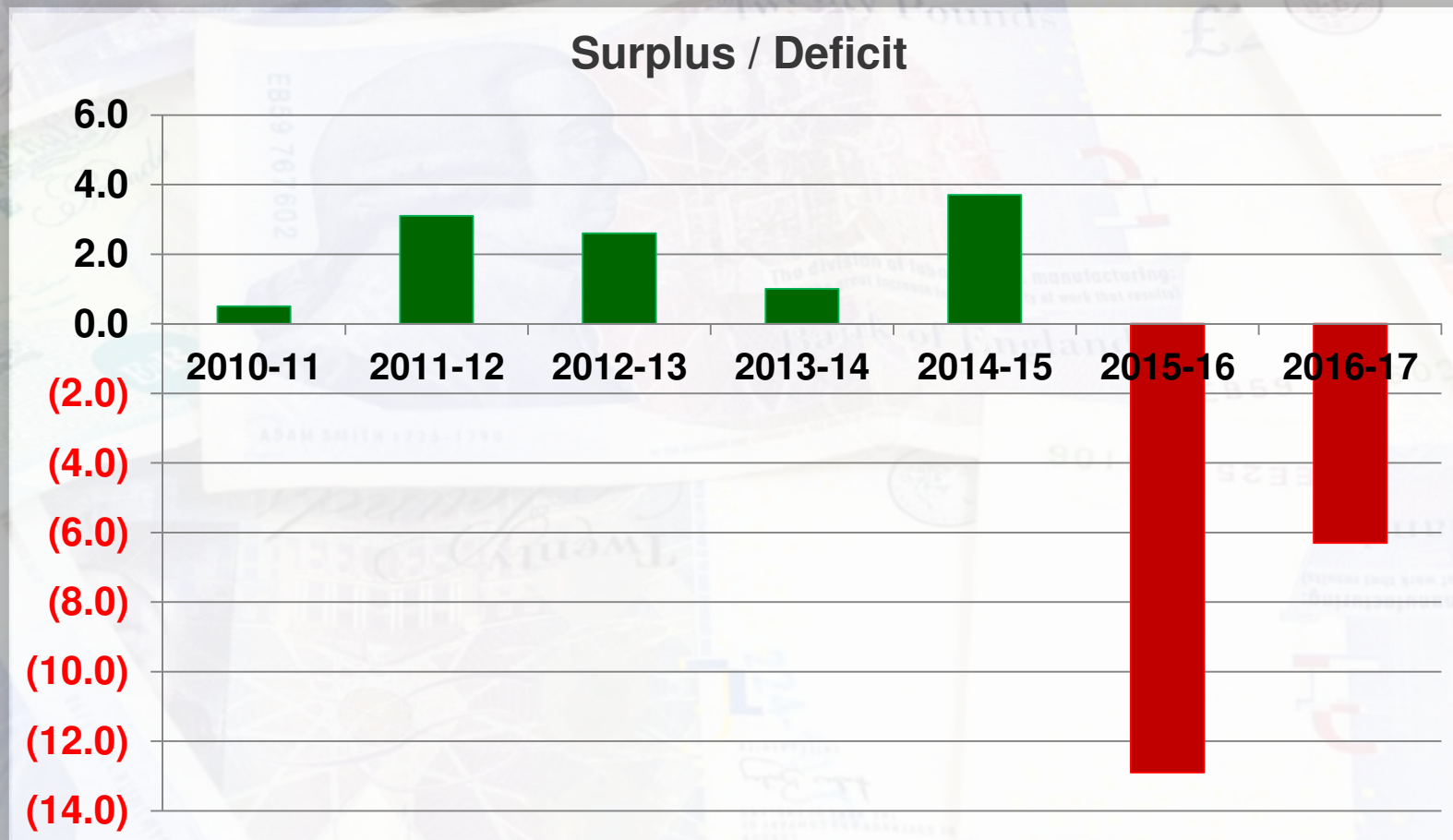


## Spend on Capital Assets

Buildings Completed	40.1%
Equipment	24.5%
Assets under Construction	13.7%
Information Technology	9.9%
Electronic Patient Records (EPR)	11.9%

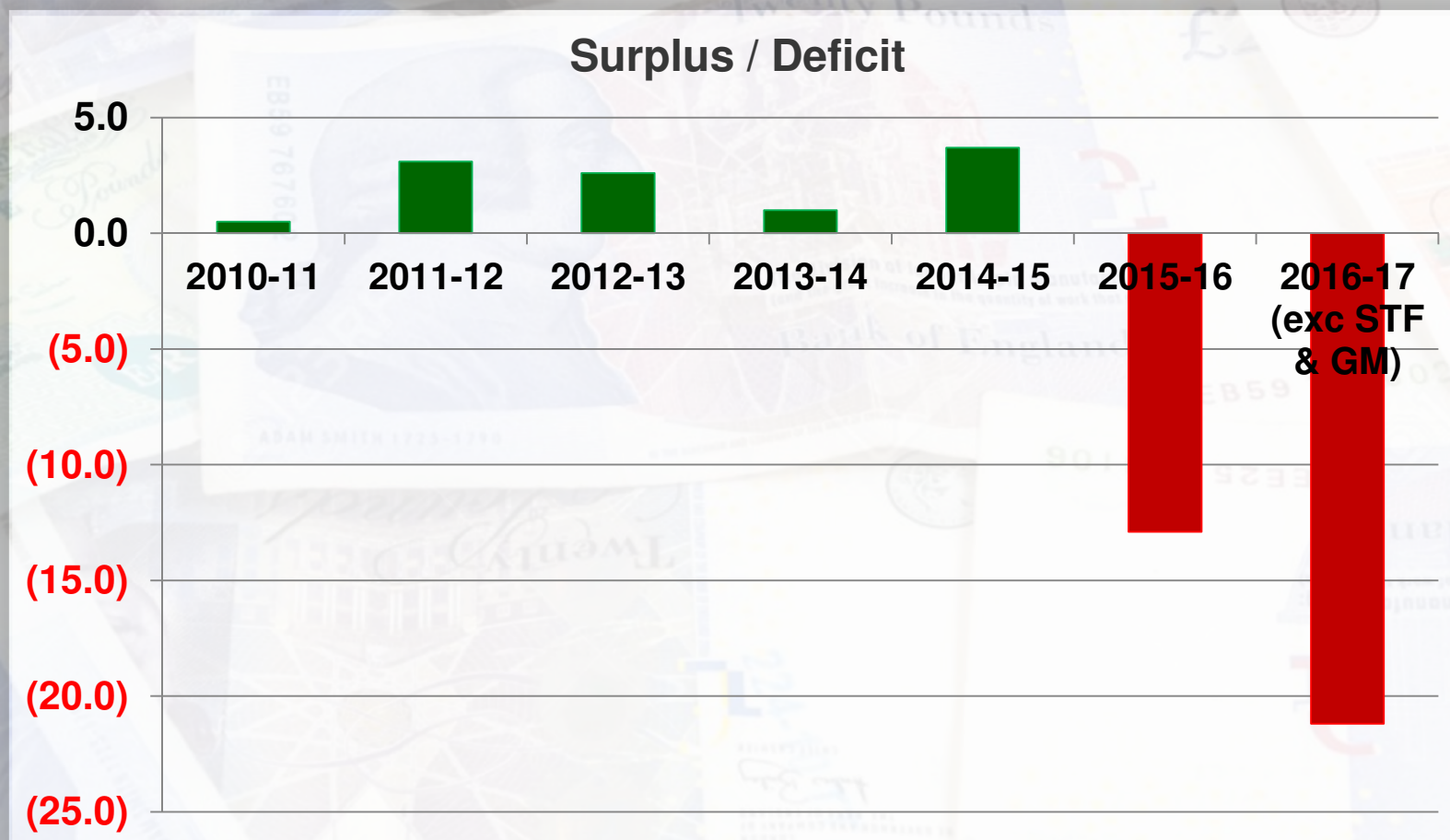


# Where have we been?





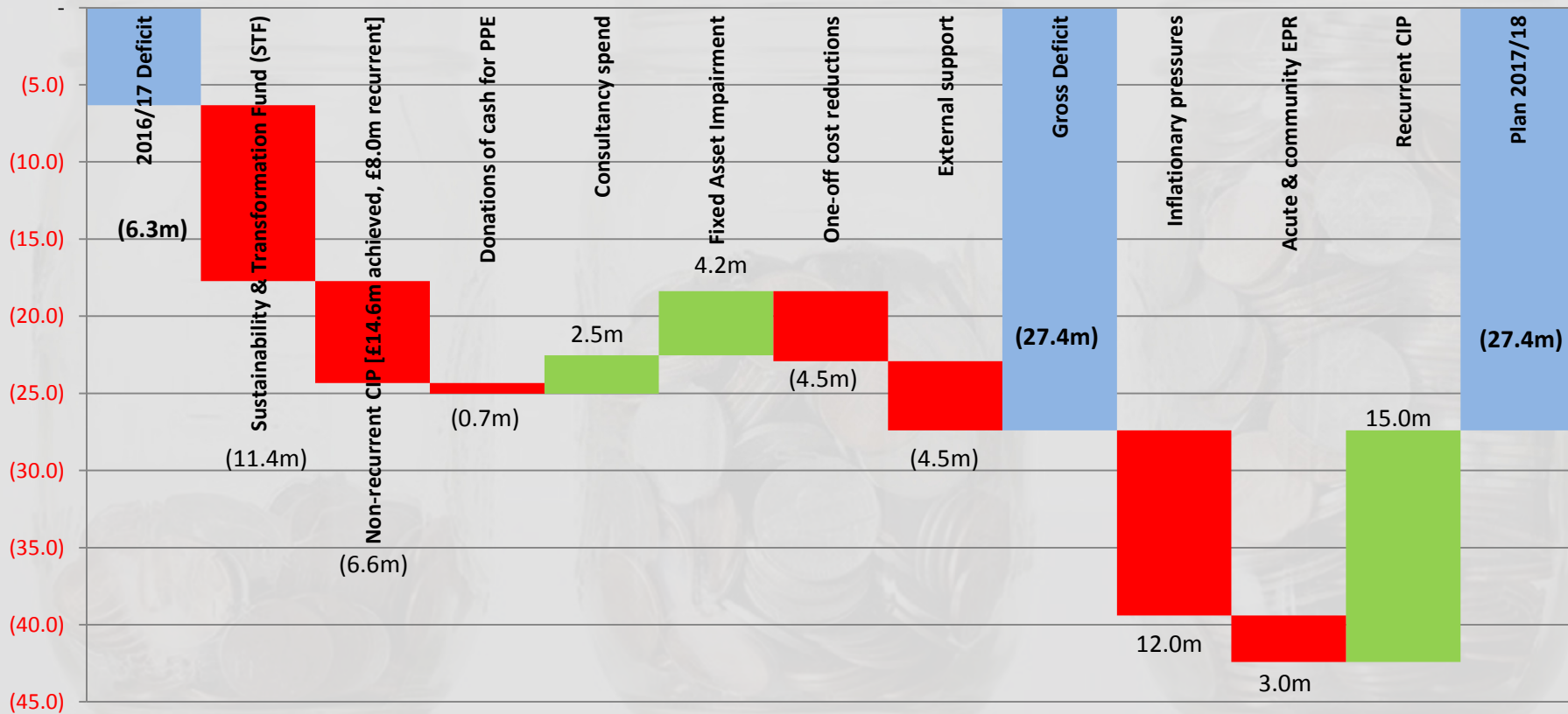
# Where have we been?





# 2016/17 to 2017/18

## End of 2016/17 to 2017/18 plan





# 2017/18 financial planning

- Even after planning a cost improvement of £15m, we are still planning a £27.4m deficit
- In September 2016, NHS Improvement have offered £7.6m to deliver a control total of £4.4m deficit
- Agreeing to the offer would mean to find a further £15.4m of savings - doubling the CIP requirement from £15m to £30.4m
- Board of Directors considered this offer and decided in October 2016 that the control total is too ambitious to deliver



# 2017/18 financial summary

- Planning a £27.4m deficit (getting worse by £21m from 2016/17)
- Planning a £15m cost improvement programme (twice the recurrent amount achieved in 2016/17)
- Investing £13.6m in the site and equipment, including electronic patient record in the hospital and community
- We are in control of our finances but at some point this year, we will need a short term overdraft and loan, with conditions, from the Department of Health





# Summary

- Achieved our financial targets for 2016/17
- Focus to deliver £15m savings in 2017/18
- Still leaves deficit of £27.4m for 2017/18
- Significant gap in finances in future years without continued action



# Helping Stockport stay well



# Welcome

**Dr Viren Mehta**

Stockport Neighbourhood Care Medical  
Director

**Dr Jaweeda Idoo**

Stockport Neighbourhood Care Clinical  
Transformation Director

**Dr Gill Burrows**

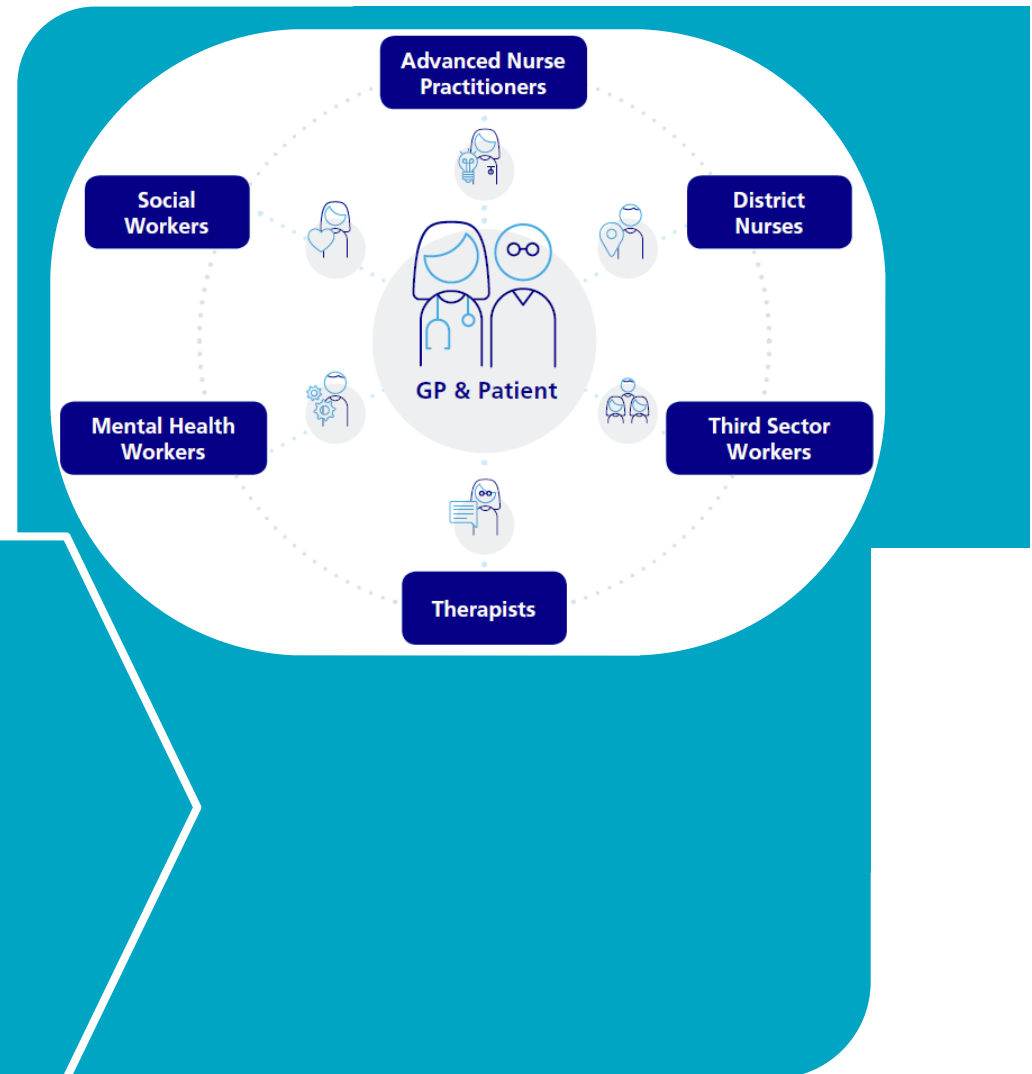
Deputy Medical Director, Stockport NHS  
Foundation Trust



# Setting the scene



Stockport  
Neighbourhood  
Care





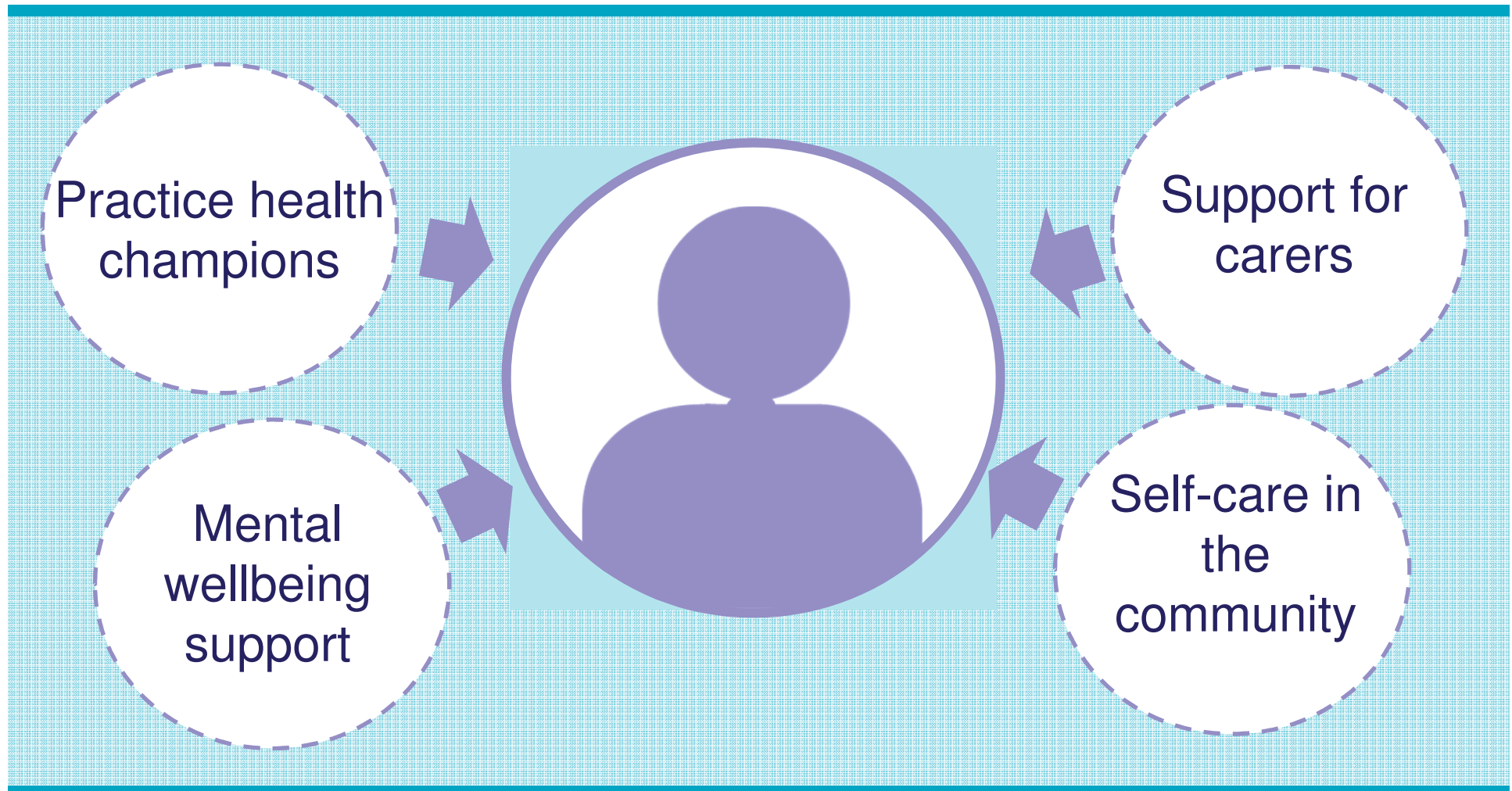
# Setting the scene

## Our challenges





# Helping people stay well in the community





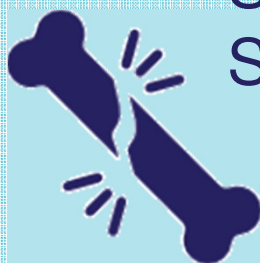
# Helping people stay well in the community: services coming soon



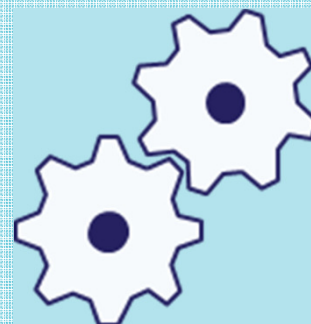
Ageing  
well



Extended  
hours and  
GP seven  
day services



Steady in  
Stockport



Enhanced case  
management



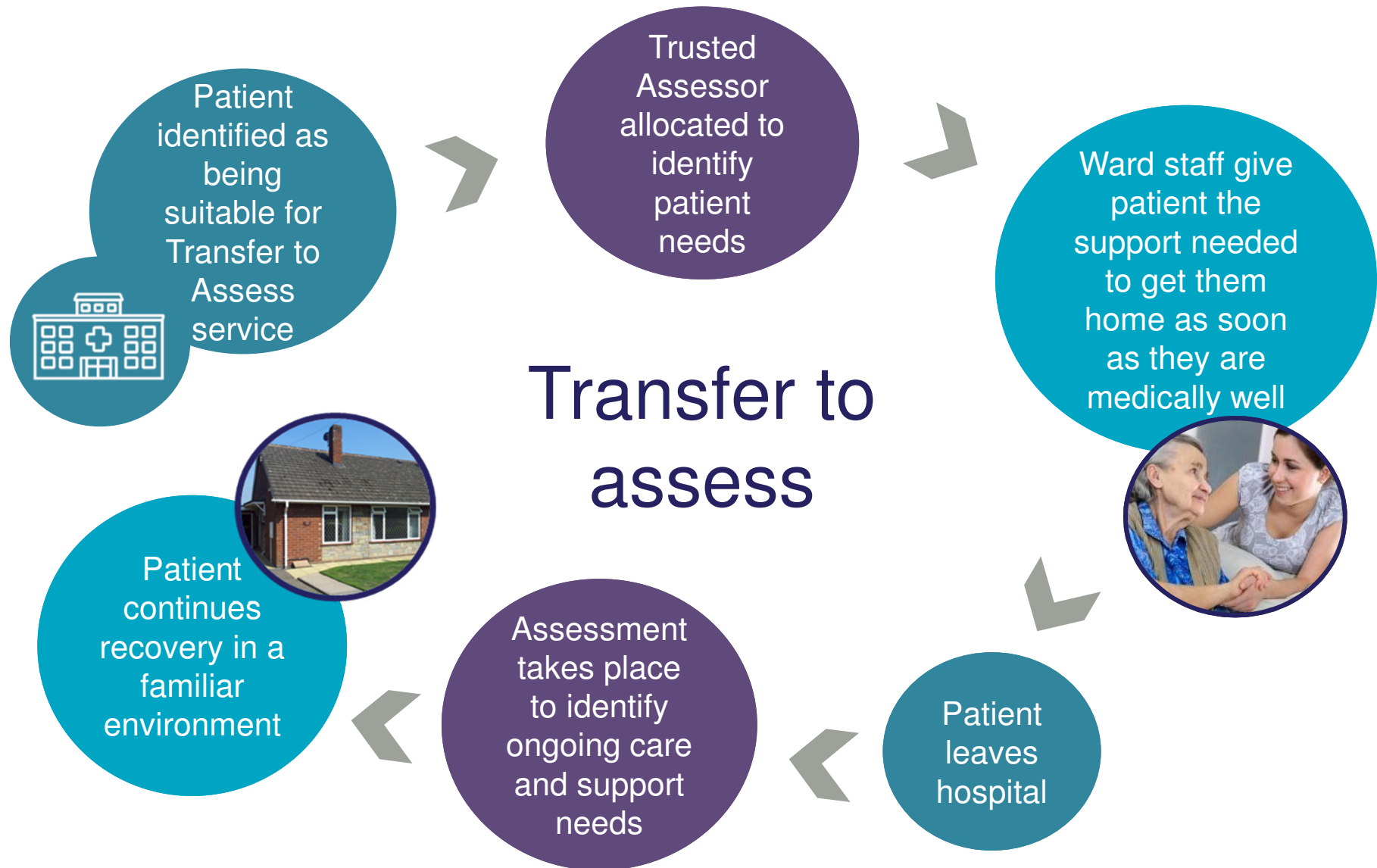
# Support at the point of crisis

## *Crisis response team*





# Helping get people home





# During a stay at hospital

Betterathome

Betterathome

Bettera

Betterathome

terathome

Bettera

Betteratho

terathome

Bettera



**Fit  
to sit**

**Dressed  
is best**





# A new outpatients approach

✓ Improving the patient journey

✓ Co-ordinating care for people with complex needs

✓ Supporting patients to have more control of their condition

✓ More alternatives to traditional appointments

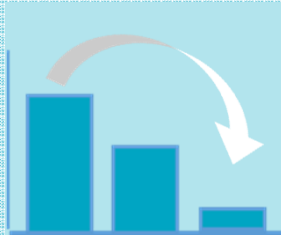
✓ Specialist support for GPs and patients closer to home



# Making a difference



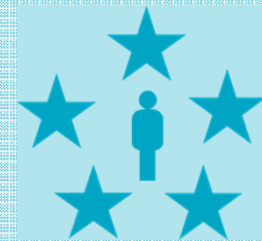
People will be able to be independent at home for longer



Reduce avoidable A&E visits and hospital admissions



Reduce average length of stay in hospital by 50%



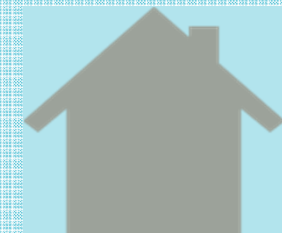
Better patient experience.



Fewer confusing transfers between different services and organisations



Named case manager who will co-ordinate all care and people will only have to tell their story once



More care closer to home in local GP practices



Thank you





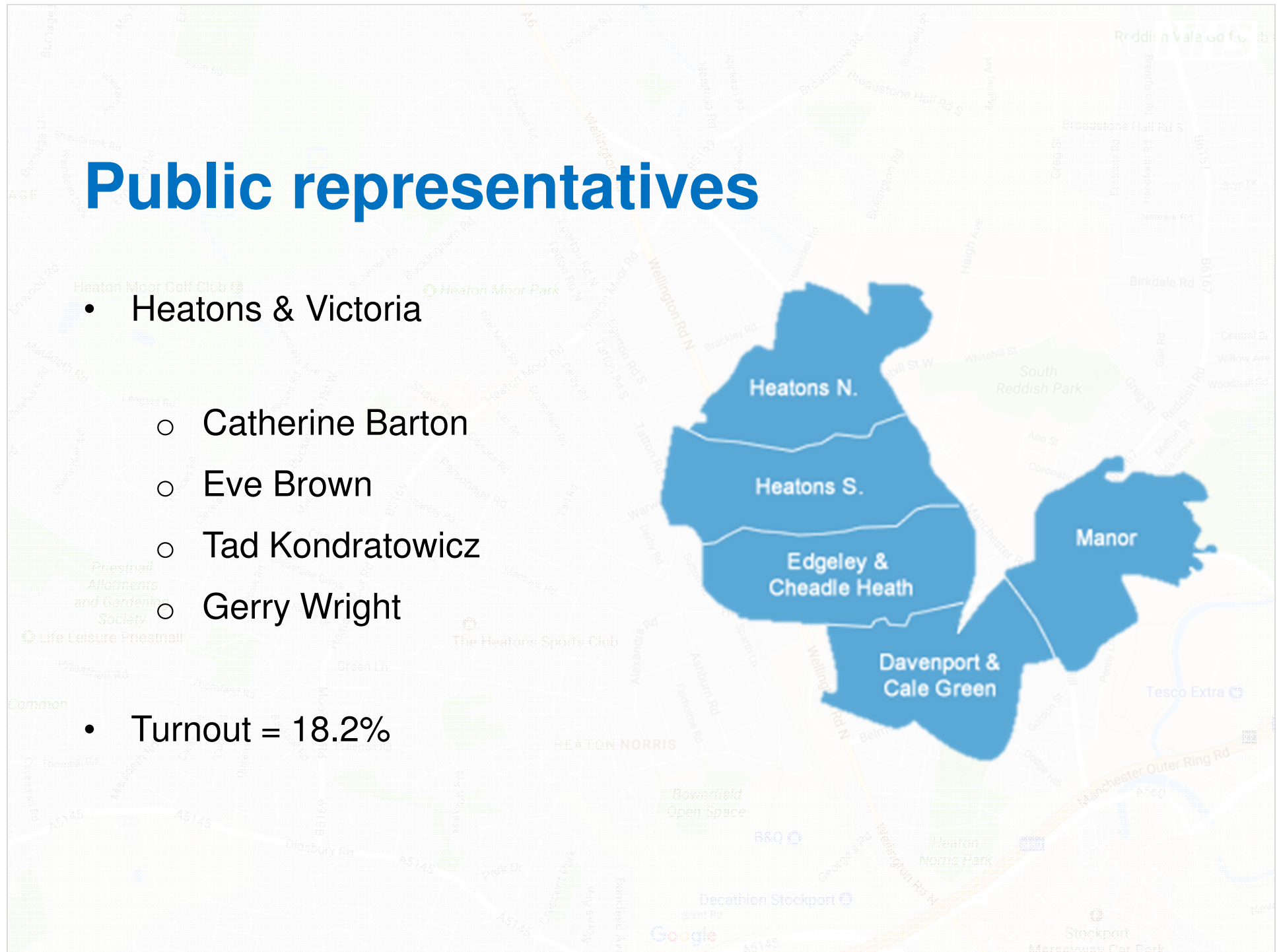
# Results of the elections to the Council of Governors

Paul Buckingham, Director of  
Corporate Affairs



# Public representatives

- Heatons & Victoria
  - Catherine Barton
  - Eve Brown
  - Tad Kondratowicz
  - Gerry Wright
- Turnout = 18.2%





# Staff representatives

The background of the slide features a collection of interlocking gears in various colors including yellow, pink, green, red, blue, and orange. Inside each gear is a white silhouette of a person, suggesting a connection between the mechanical gears and human roles or staff.

- Staff governors:

- Caroline Mitchell

Uncontested election



A background map of the Stockport and Bredbury area in Greater Manchester. The map shows the Tame River flowing through the region, with various roads and landmarks labeled. Key locations include Brinnington, Bredbury Park Industrial Estate, Bredbury, and Woodley. The A560 road is prominent, running through the center of the map. The NHS logo is visible in the top right corner, and the Google logo is in the bottom center.

# Council of Governors: elections 2018

Elections in the following constituencies will be held in the summer of 2018:

- Tame Valley & Werneth
- High Peak
- Outer Region

Any members who are interested to learn more about the role of governors are invited to contact Paul Buckingham, Director of Corporate Affairs



The background of the slide is a halftone dot pattern. Overlaid on this pattern is a faint, grayscale image of a group of people. In the foreground, a woman with blonde hair is looking down at a laptop. Behind her, several other people are visible, some looking towards the camera and others looking away. The overall effect is a professional, slightly abstract representation of a group meeting.

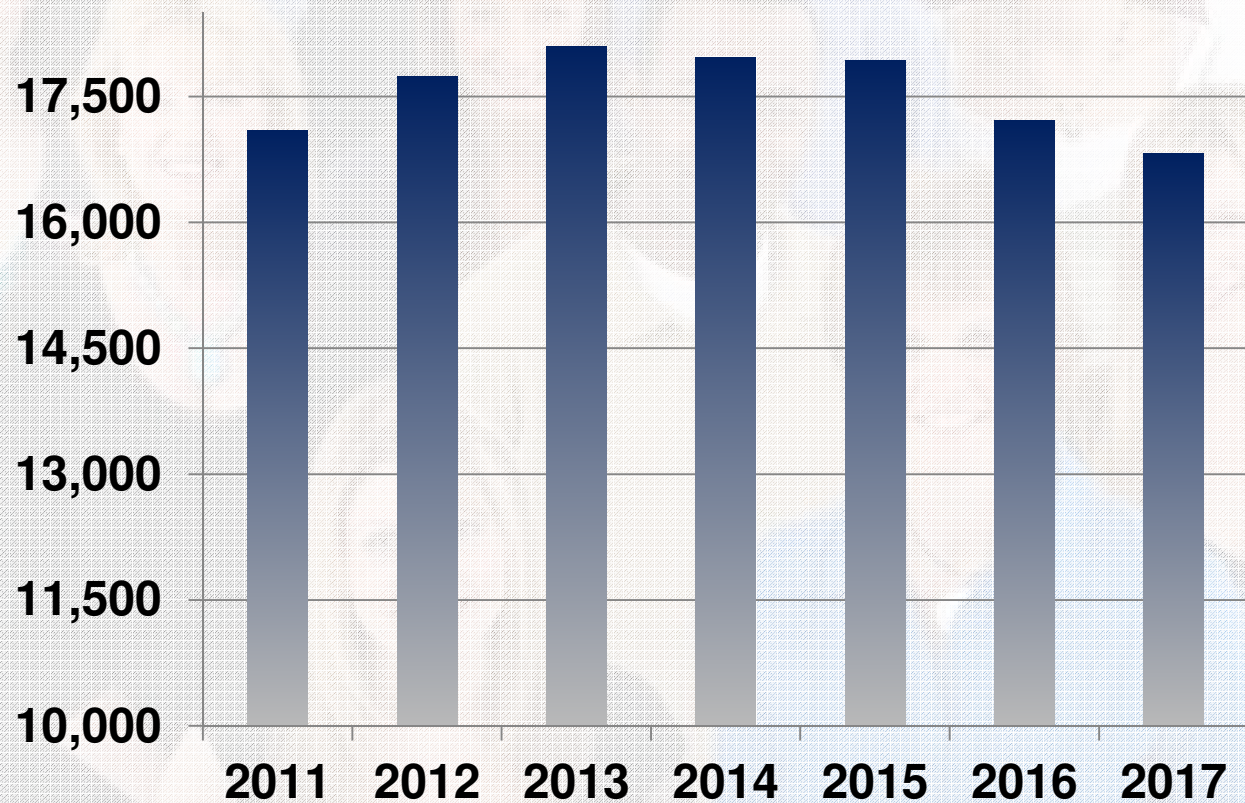
# Membership update

## Les Jenkins, Lead Governor



# Membership numbers 2011 – 2017

(includes staff)





## Get in touch

- If you want to speak to your governor or are interested in becoming a governor you can get in touch
  - All your elected governor's details listed in 'Stepping Up' newsletter
  - Contact details also on our website
  - Attend one of our member events, council of governors meetings, or board of directors meetings