

**Annual members
meeting**
Thursday 12th 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

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 modern hospital building with a brick facade and large windows. In the foreground, a yellow and blue emergency ambulance is parked. The text 'Stockport 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
(Deficit)	(£27 million)

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 10th October - 30th November – have your say at 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

1312.25
954.36
874.48
+ 689.45

30589.68

14092.69
+ 1445.65
+ 1204.25
+ 2008.6
+ 1804.

2055

59.14

27761.67

54

2016/17 financial review - plan

£6m planned deficit



£8.4m sustainability and transformation fund (STF)

£25.7m cost improvement programme (CIP)

£40.1m pre-CIP deficit

2016/17 financial review - actual



£3.3m cost control & other savings

£3.0m bonus & incentive STF

£8.4m STF

£4.5m monies from partners

£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

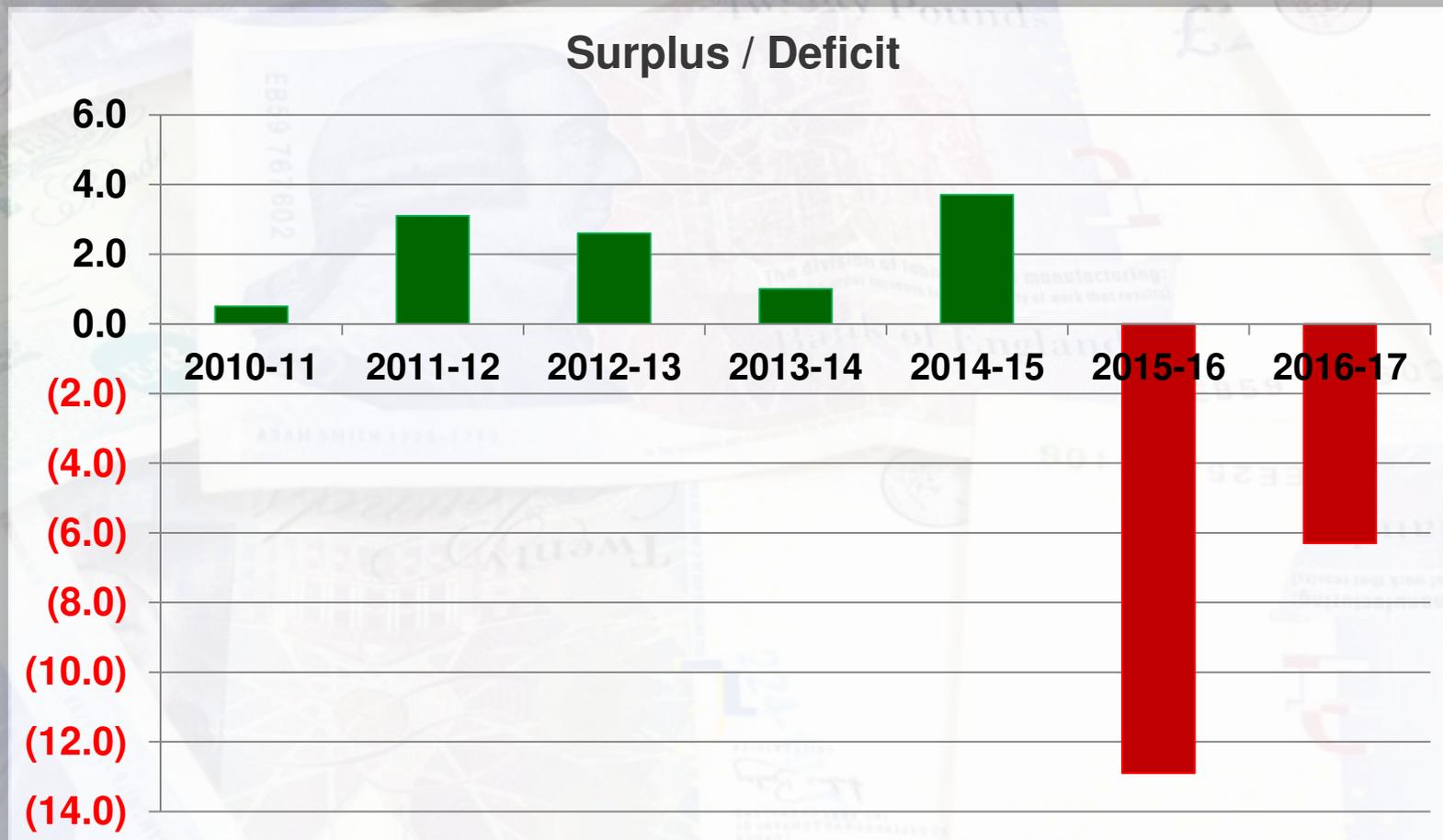
Capital expenditure



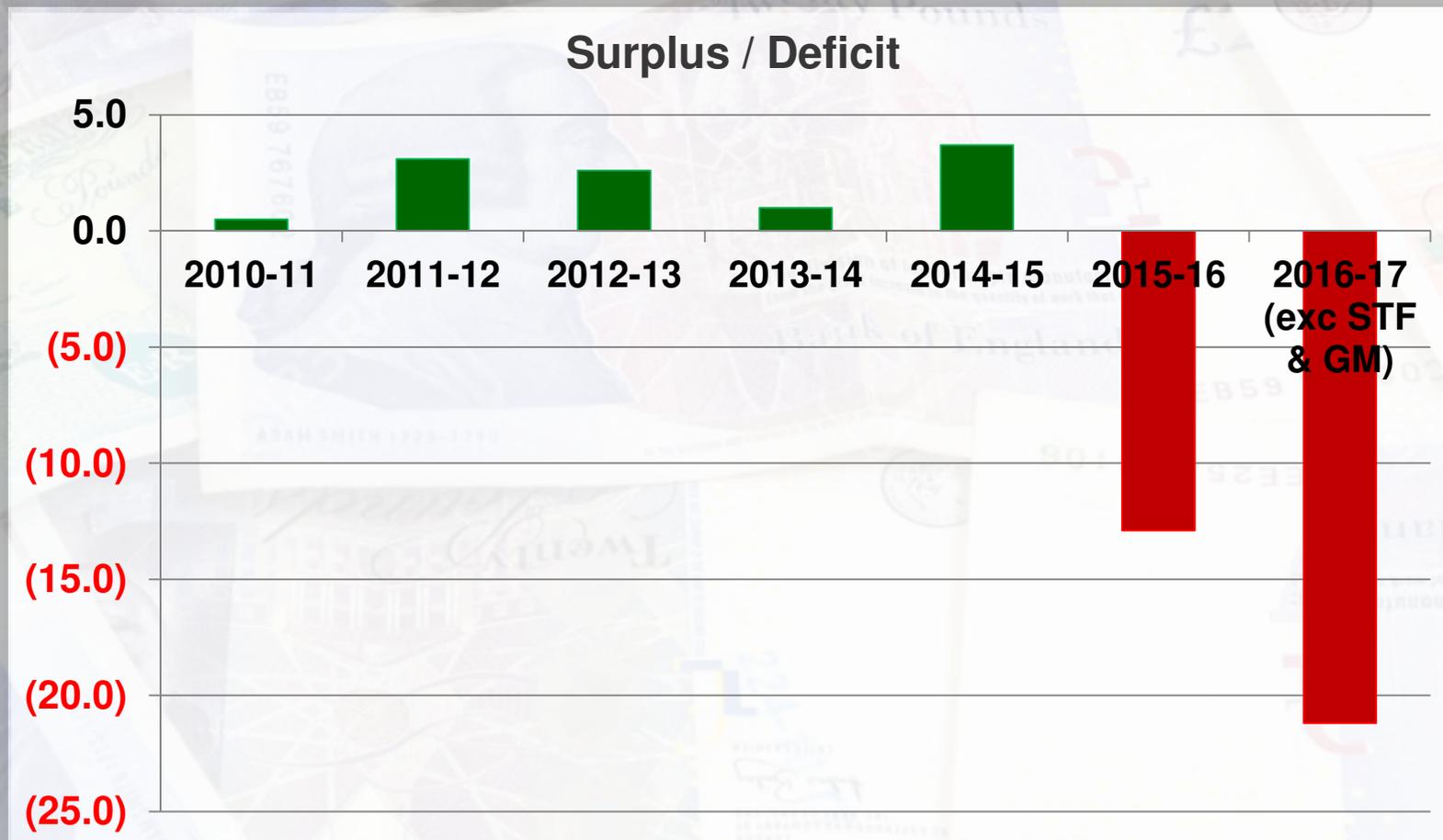
Spend on Capital Assets

● 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?

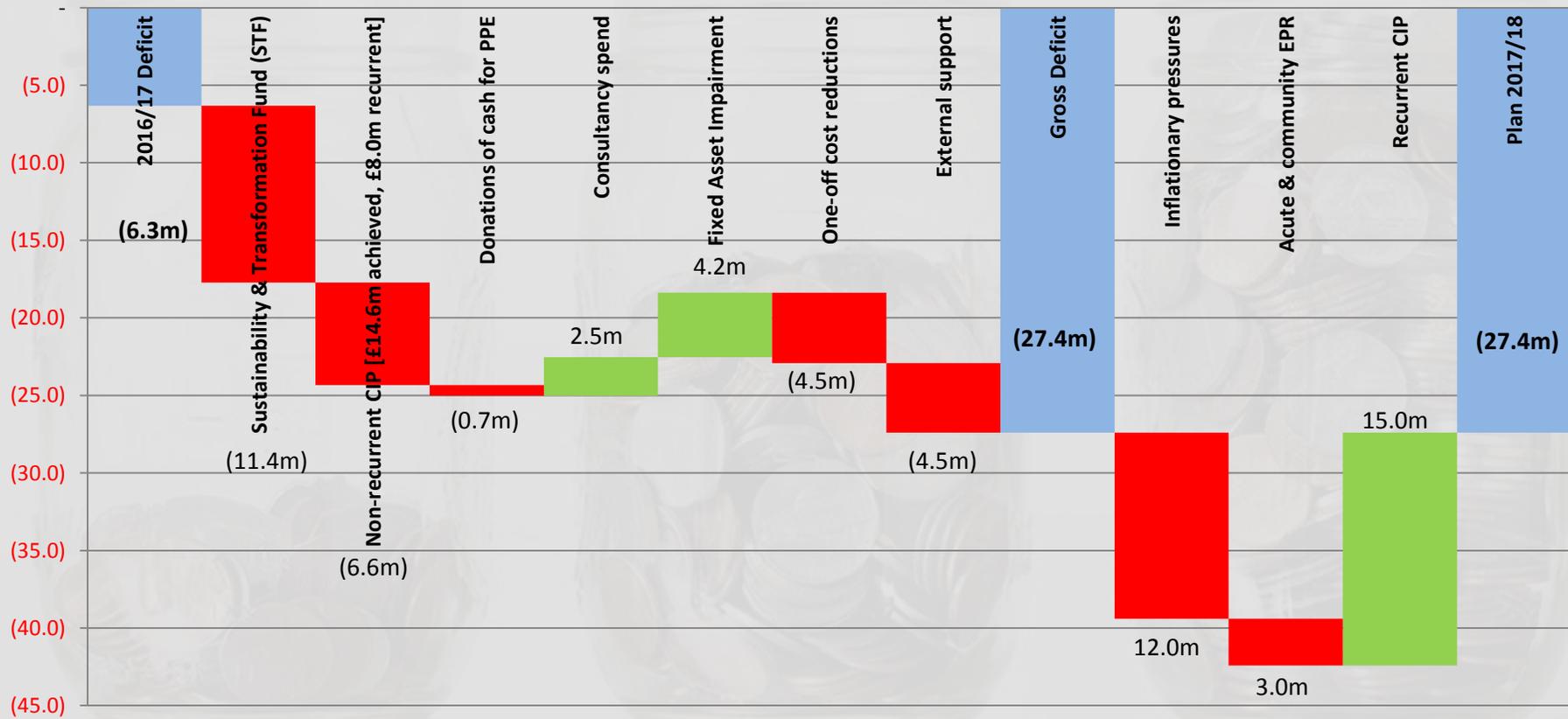


Where have we been?



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 Ido

Stockport Neighbourhood Care Clinical
Transformation Director

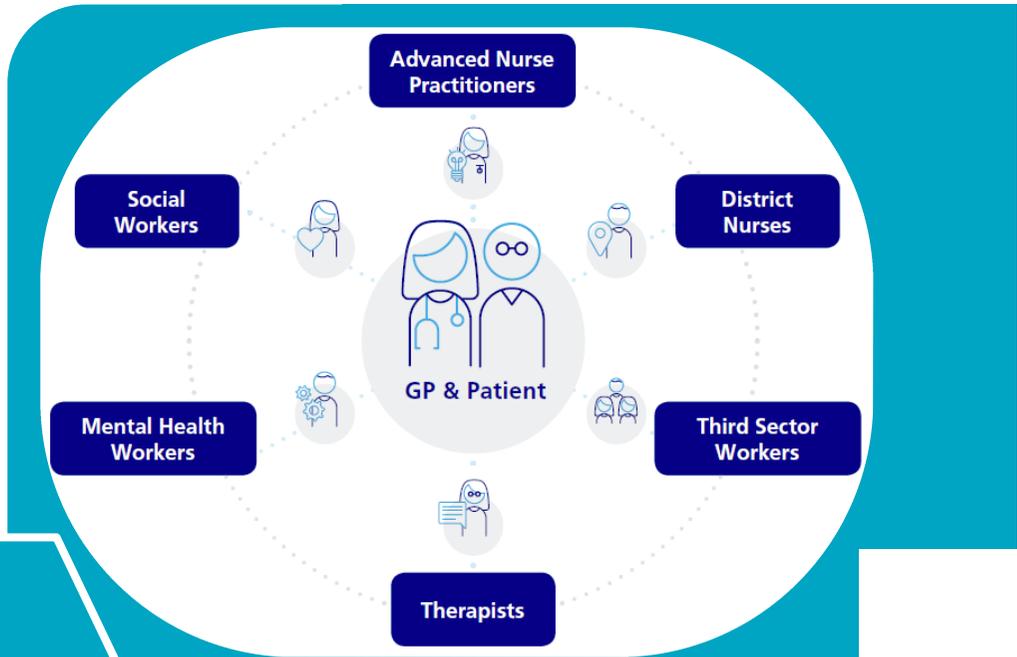
Dr Gill Burrows

Deputy Medical Director, Stockport NHS
Foundation Trust

Setting the scene



Stockport
Neighbourhood
Care

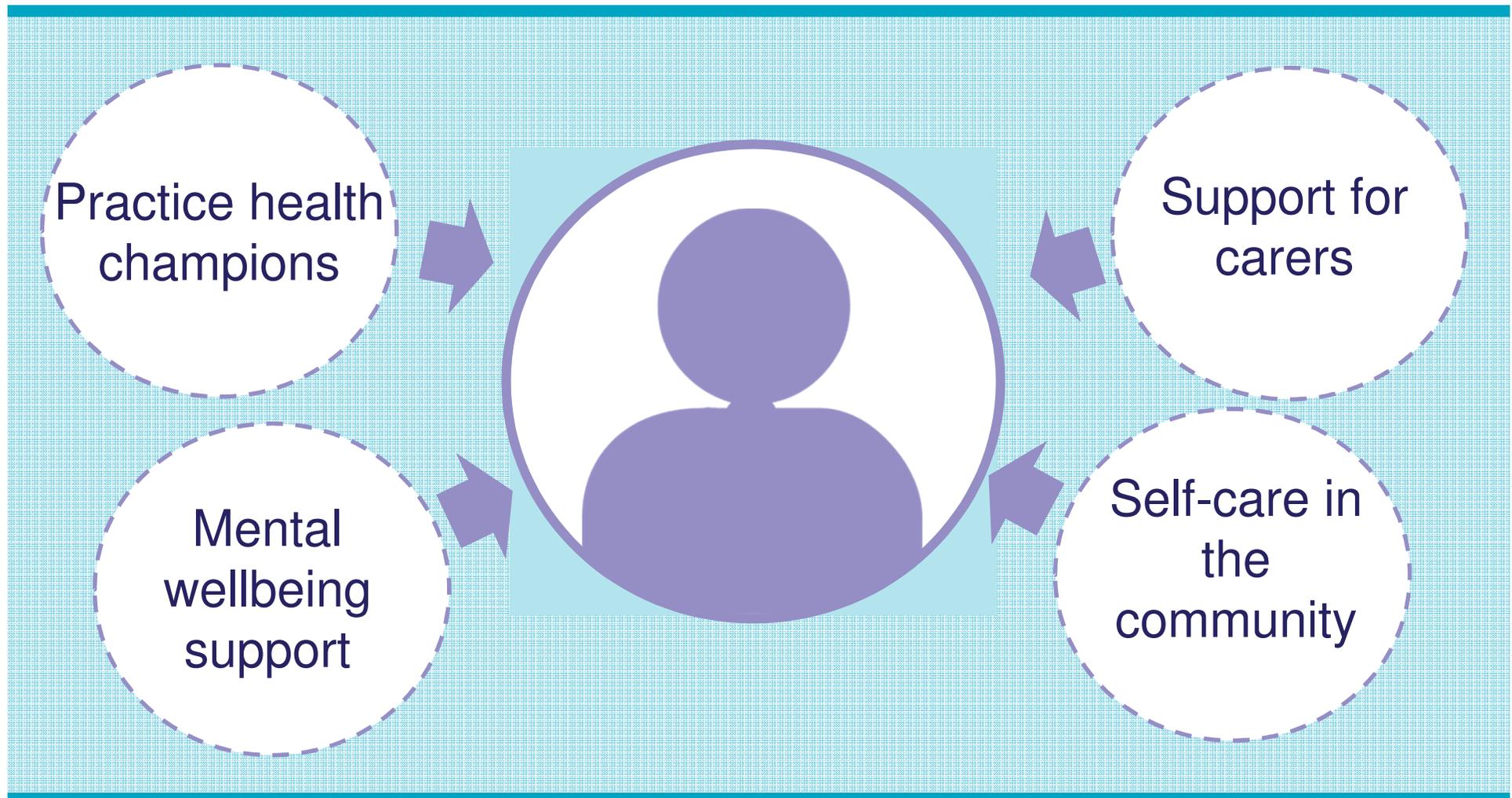


Setting the scene

Our challenges



Helping people stay well in the community



Helping people stay well in the community: services coming soon



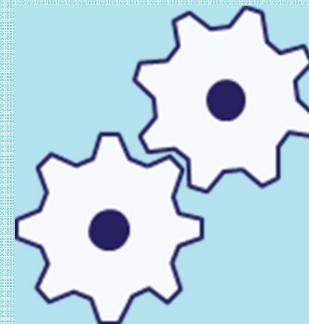
Ageing
well



Extended
hours and
GP seven
day services



Steady in
Stockport



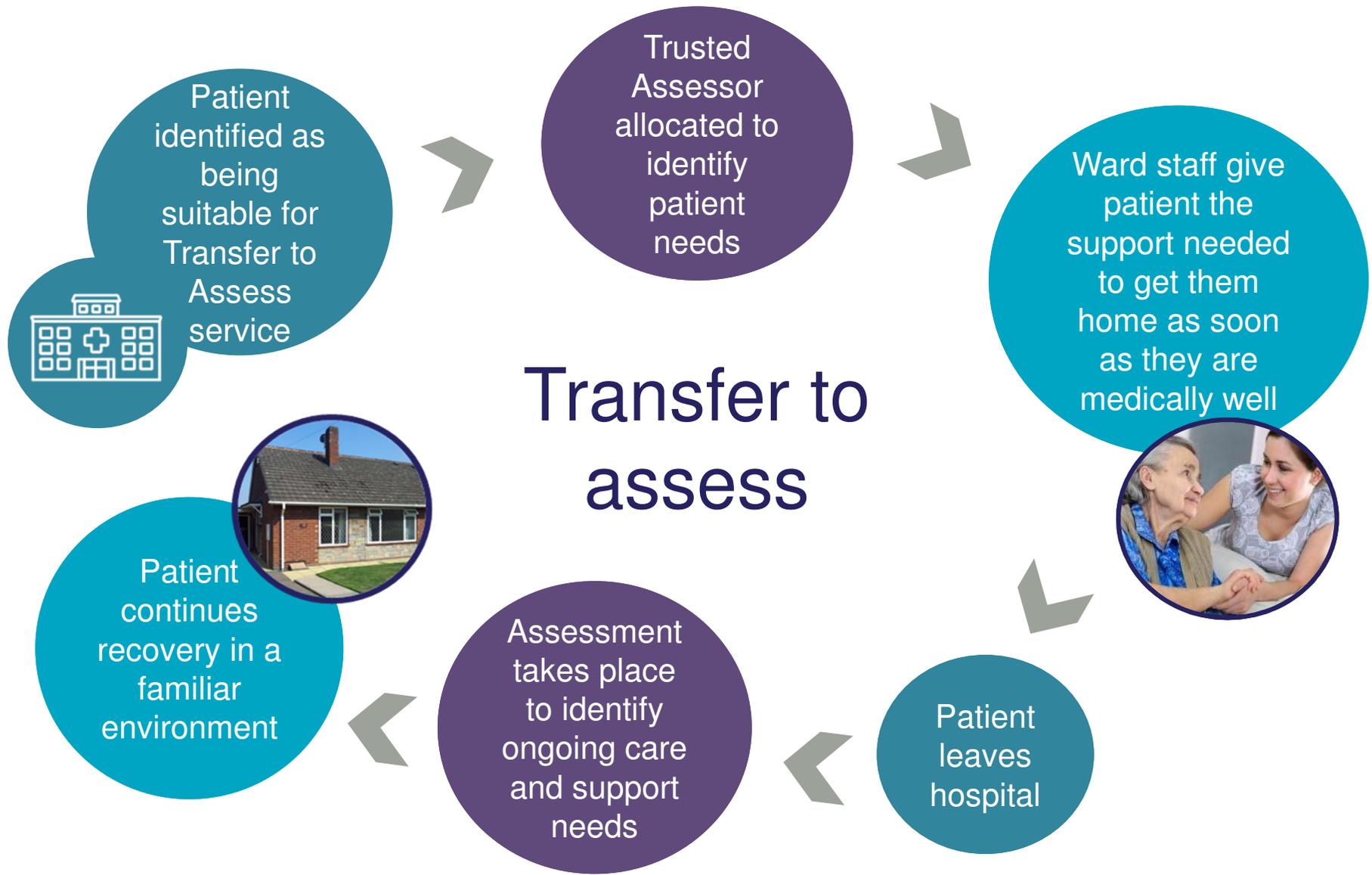
Enhanced case
management

Support at the point of crisis

Crisis response team



Helping get people home



During a stay at hospital

Betterathome

Betterathome

Bettera

Betterathome

terathome

Better

Betteratho

terathome

Better



 **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



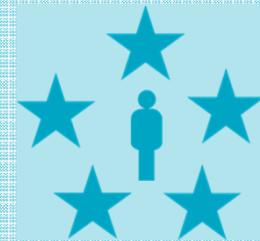
People will be able to be independent at home for longer



Reduce avoidable A&E visits and hospital admissions



Reduce average length of stay in hospital by 50%



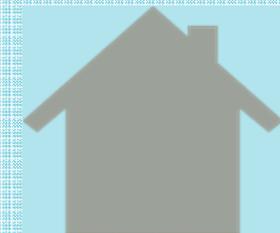
Better patient experience.



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

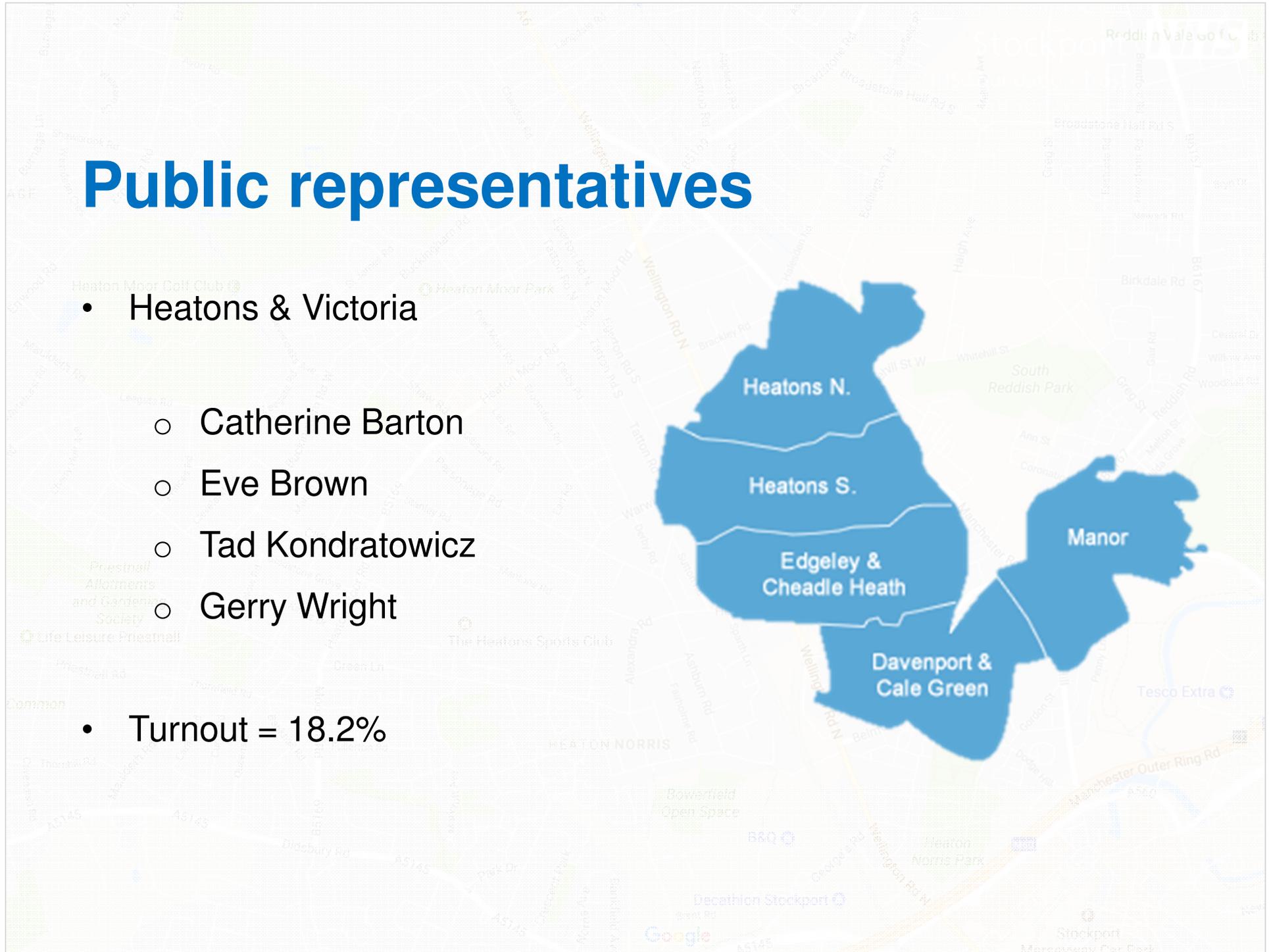
Paul Buckingham, Director of
Corporate Affairs

Public representatives

- Heaton's & Victoria

- Catherine Barton
- Eve Brown
- Tad Kondratowicz
- Gerry Wright

- Turnout = 18.2%



Staff representatives

The background features a cluster of interlocking gears in various colors (yellow, pink, green, red, blue, orange). Inside each gear is a white silhouette of a person, representing staff members. The gears are arranged in a way that they appear to be meshing together, symbolizing teamwork and interconnectedness.

- Staff governors:

- Caroline Mitchell

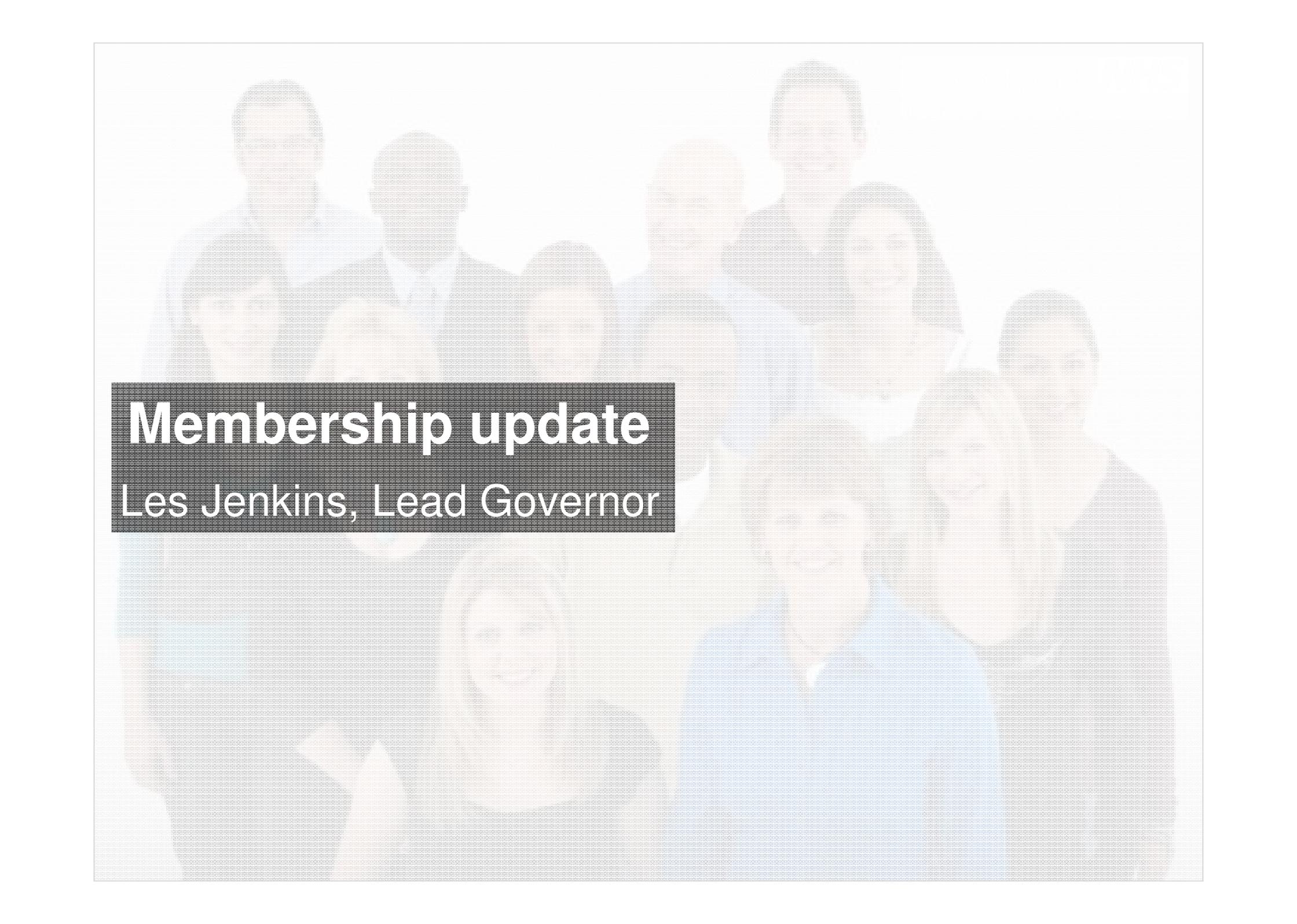
Uncontested election

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

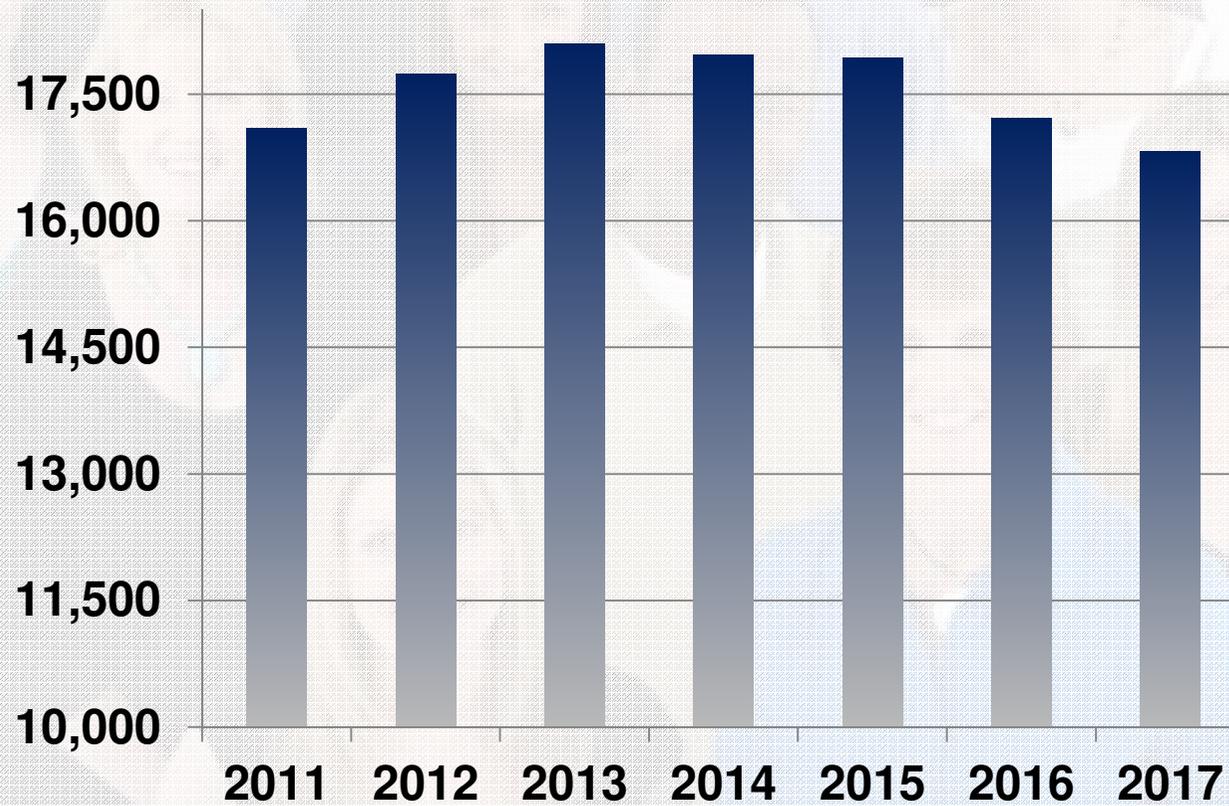
Any members who are interested to learn more about the role of governors are invited to contact Paul Buckingham, Director of Corporate Affairs



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