



Stockport  
NHS Foundation Trust

# An overview of our organisation

Corporate  
Brochure 2019/20





# Contents

Introduction	04
Our organisation and services	06
Our area	08
Our performance	09
New emergency care campus	10
Service innovation	11
Our improvement journey	12
Our care	14
Providing a good patient experience	16
Our highlights of the year 2018/19	18
Celebrating our history	20
Our finances	22
Our workforce	23
Have your say	24

# Stockport NHS Foundation Trust belongs to all of us

Everyone can make a significant contribution to their own and their family’s good health and well-being, and take personal responsibility for it.

We, in turn, will always work hard to ensure that we deliver safe, seamless patient-centred care, to the highest standards.

“We aim to put people at the heart of everything we do.”

We aim to put people at the heart of everything we do.

Whether they arrive at our hospital in an ambulance following an accident, have booked in for an operation, are pregnant, or need a district nurse to help them at home.

# Our organisation and services

## Our organisation

Stockport NHS Foundation Trust provides hospital care for children and adults across Stockport and the High Peak, as well as community health services across Stockport.

We are no ordinary trust. We hold a unique position in the Stockport community as the provider of healthcare and we are one of its largest employers. We offer a number of specialist services, and play a key partnership role with Greater Manchester, Stockport and East Cheshire.

## Our services

Our main hospital is Stepping Hill, which provides emergency, surgical and medical services for people living in the Stockport and surrounding areas. Our stroke services have been rated as the best in England, and we also run one of the largest orthopaedic services in the country.

We also run the Devonshire Centre for neuro-rehabilitation, The Meadows palliative care centre in Stockport, and Swanbourne Gardens which provides overnight breaks for children and young people with severe learning disabilities.

We are proud of our Community health services that run across 24 health centres and community clinics in Stockport.

We are an associate teaching hospital, helping to train doctors and nurses for the future.

In our region, we are one of four specialist hospitals for emergency and high risk general surgery; one of three specialist stroke centres; and one of only two orthopaedic departments delivering C-spine surgery.



Our stroke services have been rated the best in England

580,000 hospital and community patients a year



“We are no ordinary trust. We hold a unique position in the Stockport community.”

# Our area

We are situated close to Manchester, 'Britain's second city'.



From a thriving nightlife to a vibrant and multicultural ambiance, Manchester offers some of the best social activities, arts and entertainment outside London and constantly achieves a high ranking as one of the best UK cities to live, work and play.

Add this to world-class sport, excellent schools and further education, top-quality shopping, and a host of festivals and events including the Manchester Arts Festival.

With Manchester Airport on our doorstep offering frequent flights to more than 150 destinations, and excellent road and rail links with the rest of the UK, Stockport is one of the most accessible places in the country. It is home to some of the most sought-after postcodes in Greater Manchester and boasts some of the best schools in the region, bridging the gap between Manchester and Cheshire.

Within easy reach there are picturesque destinations, including the most beautiful countryside, national parks, historic castles, stately homes and unspoiled beaches.

- Stepping Hill Hospital
- Health centre/ community clinic



# Our performance

We are committed to providing the highest quality and safest care for patients, as well as contributing to the health and wellbeing of the people we serve.

Our performance is examined critically so that we can build on good practice and keep on learning. Achieving key national and local clinical and performance standards is a priority as the visible measurable of the quality of our services.



Like many other NHS organisations we face challenges in consistently achieving these standards, but our aim is always to improve. The past year has proven challenging in terms of our emergency four hour target, our financial performance and our cancer patient waiting times, but we are taking action to improve our performance. Read on to find out more.

You can read more about our performance on our website: [www.stockport.nhs.uk](http://www.stockport.nhs.uk)



# New emergency care campus – a massive boost for local care

In August 2019 it was announced we were to be awarded £30.6m to build an ambitious emergency care campus at Stepping Hill Hospital, one of 20 new NHS upgrades to support Sustainability and Transformation Partnerships (STP) across the country.



This is a major new investment which will enable us to transform not only the environment from which we provide emergency care to the people of Stockport and the surrounding area, but it will also give local people a choice about how their health needs are met.

The campus will include an urgent care treatment centre, GP assessment unit, and planned investigation unit, as well as a new ambulance access road, and improved waiting areas.

Stepping Hill’s emergency department was built to accommodate around 50,000 patients a year, but it is currently treating around 90,000 and is on track to exceed 100,000 patients a year by 2021. In other parts of the country people have a number of options for where they can receive care for a range of conditions, including accidents and minor injuries. This means that emergency departments just care for the sickest patients who need resuscitation or emergency care.

But that is not the case in Stockport. Instead the vast majority of people needing unplanned care come through the doors of our emergency department, and wait to be streamed to the most appropriate care, either in the hospital or community.

Having support in place to enable people to return home as quickly as possible once they no longer need acute hospital care is also key to achieving the national standard of seeing and treating A&E patients within four hours, by improving the flow of patients through the hospital from the emergency department.

The new emergency care campus requires a new way of working to ensure that only patients who need resuscitation or emergency care are seen in the department. Instead, patients would be streamed to one of the three new services in the campus:

- An urgent care treatment centre would provide an alternative for people who do not need resuscitation or emergency care, and it is anticipated that it would care for around 45 patients a day who are currently treated in the emergency department.
- A planned investigation unit would support patients to leave hospital earlier than they currently do once they no longer need acute care. It is anticipated that this unit would help around five patients a day leave hospital earlier, and so free up beds for patients who need acute care.
- A GP assessment unit would support patients referred by their GPs for hospital care, ensuring they have quick access to the acute and medical specialists they need to see without going through the emergency department. It is anticipated that this unit would re-direct around 25 patients a day who are currently seen in the emergency department.

The development will be subject to public consultation and will require planning permission from the local authority, but it is anticipated that it will take two to three years to build the campus.

# Service innovation

We introduced a number of new services to enhance patient care and treatment over the past year. These include:

## Capsule Endoscopy Service

This allows patients to swallow a tablet-sized capsule that records internal images to support medical diagnosis. The capsule contains a tiny camera, which takes a number of images per second which are transmitted wirelessly to an array of receivers connected to a portable recording device carried by the patient. The primary use of capsule endoscopy is to examine sections of the small intestine that cannot be seen by other types of endoscopy.

## Seven-Day Gastrointestinal ‘Bleed Rota’

The rota was introduced to ensure that suitably skilled clinicians are available seven days a week to manage patients who are experiencing time-critical internal bleeding. This is a significant step forward for the Trust in the delivery of a safe, high quality Gastrointestinal service and will support both our planned expansion of Endoscopy services and the future recruitment of clinicians to the service.

## Community Neuro-Rehabilitation Service

This service provides services to help patients who have experienced a stroke, or similar neurological condition, to be supported in their own homes. This can often mean earlier hospital discharge for patients, as they are able to receive the specialist support and input they need in the community.

## Elective Orthopaedic Unit

This is a dedicated ward for patients undergoing planned elective orthopaedic procedures to receive their pre-operative and post-operative care. The unit is run by a multidisciplinary specialist team of clinicians who apply national and international best practice to ensure that our patients receive the safest and highest quality care.



# Our improvement journey

In October 2017 we were rated as 'requires improvement' by the Care Quality Commission. Since then we have developed and delivered year one of our quality improvement plan. A further inspection in October 2018 showed we had improved in 12 separate areas, and we are aiming to achieve a 'good' rating and eventually have the trust recognised as 'outstanding.'

The improvements increased levels of confidence in the Trust to the extent that regulators took the decision in March 2019 to step down the Quality Improvement Board arrangements that had been established to provide regulatory oversight and scrutiny following CQC inspections in 2017. There is clearly much work still to do, but we are headed in the right direction.



## Emergency and urgent care

A key part of us achieving a 'good' rating is tackling the pressure on our emergency and urgent care services, and in achieving the four hour wait for treatment standard target. We have agreed an improvement trajectory of 80%. In the longer term, the building of an emergency care campus at Stepping Hill Hospital and changes in practice will help.

In 2018/19, we spent £1.2m provided by NHS England to expand the number of consulting and treatment rooms in the existing emergency department, but the new funding will enable the organisation to construct a three storey purpose built emergency care campus. It will include an urgent care treatment centre, GP assessment unit, and planned investigation unit, as well as a new ambulance access road, and improved waiting areas.



## Improvements made

Improvements we have already made include:-

- An increase in reporting incidents
- A reduction in the number of complaints received where the complainant did not feel the problem was satisfactorily resolved.
- A reduction in pressure ulcers, with a 50% reduction in community settings
- We were a pilot site for the new Nursing Associate role and have fully integrated them into the workforce. 12 have recently qualified, with just over 60 still in training.
- Implementation of the NEW (National Early Warning) system of early recognition of patient deterioration
- More safeguards for privacy and dignity of patients, and improved identification of patients in A&E
- Total reduction in the number of falls and falls with harm.

## Improvements still being made

Areas where we are still working to make improvements include:-

- Pressure sores have been reduced but we are working to reduce them further
- Reducing the number of times we move patients during their hospital stay
- Improving our discharge planning process

## ACE Accreditation

The introduction of our ACE accreditation programme is helping to drive quality improvement and highlight key areas for improvement, recognise and share best practice, celebrate success and instil pride in clinical areas. The programme provides leadership for exceptional standards in all patient areas including communication, training, cleanliness, efficiency, and quality. All wards have now achieved ACE assessment and are working toward silver, gold and platinum standards.

## Investment in CT scanners and endoscopy services

To improve our performance against Cancer 62 days treatment standard, we have announced a large-scale investment in two new CT scanners at the hospital, and large scale enhancement with our endoscopy services with two new assessment rooms and facilities. The new facilities will increase our capacity and mean swifter treatment for patients undergoing endoscopy and CT scan procedures, including those being scanned for signs of cancer. They come from a major investment of £4.4m, a proportion of which comes from Healthier Together programme to improve patient outcomes across Greater Manchester.

You can read more about our performance on our website: [www.stockport.nhs.uk](http://www.stockport.nhs.uk)

# Our care

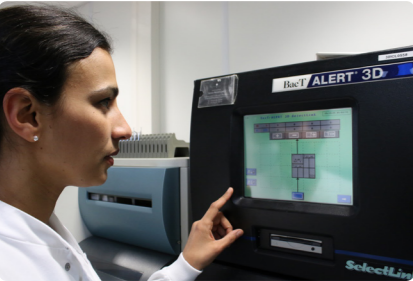
The care of patients is our top priority and we are committed to providing high quality and safe treatment, alongside a good patient and family experience.

## Referral



We ensure patients have access to our services as quickly as possible, and also run a busy A&E department for patients.

## Diagnosis



We provide expert and state-of-the-art diagnostics, including scanning, point of care testing and digital imaging.

## Treatment



We offer a range of hospital and community health services, from surgery to district nursing; specialising in many areas.

## Care



We consistently strive to improve the patient experience and tailor care to meet the needs of each patient and their family.

## Ongoing support



In partnership with other local organisations, we help provide a range of services to patients and their families after treatment, aimed at keeping them independent, empowered and educated about their health.

## Research



As an associate teaching hospital, we participate in research and run patient trials to help develop new treatments that will go on to save further lives.

“We aim to listen and be open, honest and transparent, working with our patients, the public and partners to deliver the best outcomes.”

# Providing a good patient experience

All patients should have the best possible experience. Our aim is to care for patients, not just treat them. That means we also focus on our patient environment, food, privacy and dignity, and robust infection control procedures.



**We focus on:**

- learning from concerns and suggestions
- improving communications with patients so they are fully informed and involved in their care; treating them as an individual, not just as a patient
- improving the physical environment to make it more welcoming and sympathetic
- improving clinical practice so patients can leave hospital quicker to be cared for at home by our community health staff.

**Ensuring patient safety**

We have received numerous accreditations and awards for the safety and quality of our patient services.

We also have safety measures in place which go above and beyond national standard practice.

As a member of the 'Open and Honest Care: Driving Improvement' programme, we work with patients and staff to provide transparent care. We use this programme to implement quality improvements and further reduce the harm that patients sometimes experience when they are in our care.

**Patient feedback**

We seek the views of our patients, their families and carers through regular surveys and feedback to capture a wide variety of opinion about the care and services we provide. Listening to, valuing and responding to patient feedback is an important part of our commitment to continuously improving our services for patients.

**Friends and Family Test**

We consistently receive high scores in the national NHS Friends and Family Test; above 90%. Patients are asked whether they would recommend our hospital wards and departments, A&E and community services to their friends and family if they needed similar care or treatment. This provides a better understanding of the needs of our patients and helps us make improvements.

**Delivering clinical excellence and effectiveness**

Efficiency and effectiveness is a priority for us, not only for a high-quality experience for our patients, but also to ensure strong operational management.

Our aim is to further improve clinical effectiveness and positive outcomes with a focus on electronic prescribing; reducing patient length of stay in hospital; reducing the number of tests and investigations ordered; and increasing the number of patients are treated as day cases.

**Caring for patients living with dementia**

We are working towards becoming a dementia-friendly organisation and have a specialist matron for dementia care to oversee improvements. She organises additional dementia training for our healthcare assistants and volunteers and supports over 24 dementia champions.

Dining companions assist dementia patients at mealtimes, and we have a full time psychiatric liaison service for older adults.

We have a dementia café and rooms with reminiscence areas for a relaxing space near to the wards. We have also improved our signage and flooring to make them more dementia-friendly.

Our carers' passports support families and carers to stay with people living with dementia in hospital as part of 'John's campaign'. We also encourage relatives to complete the 'This is me' booklet when accessing our services, giving us information on the patients and how best we can meet their needs.



# Highlights of the year; 2018/19

The past year has been another eventful one for us, with new facilities, innovations and recognitions of clinical excellence.

July 2018 – Staff, patients and families joined in the **big national celebrations for the NHS 70th birthday**. Both the stroke unit and the Tree House children’s unit **held big public garden parties with patients and families past and present** invited, while other individual wards, departments and clinics held their own celebrations and displays.



October 2018 – Our surgical team **began to carry out pioneering new robotic surgery to treat a patient’s prostate condition**. This was the first time the new robotic keyhole surgery technique has been used to treat a patient with an BPH (enlarged prostate) in the North West, and one of only few in the UK. The new procedure is quicker, simpler, safer, less bloody, and results in a quicker recovery time.

November 2018 - Our children’s nurse Sara Bennett was named **‘Research Nurse of the Year’ at the Greater Manchester Clinical Research Awards** – which reward the best of medical research in the region. Over the years Sara has led on hundreds of studies aimed at improving children’s health for the future.



December 2018 - **Stepping Hill Hospital’s stroke centre was rated as best in the country**. The rating came from the independent Sentinel Stroke National Audit Programme (SSNAP), which is the single source of stroke data for England, and rates the overall quality and performance of services for every stroke patient, from treatment to recovery. In the new report, we came top in England out of a total of 224 routinely admitting acute stroke teams (those which admit the majority of stroke patients directly for acute stroke care) between April and June 2018.



January 2019 – Louise Robson started as the **new Chief Executive** at the trust. Our previous permanent Chief Executive, Ann Barnes, retired in December 2017 and since then Helen Thomson had been serving as Interim Chief Executive. Louise had previously served as Deputy Chief Executive of The Newcastle upon Tyne Hospitals NHS Foundation Trust, which had achieved the ‘Outstanding’ rating from the CQC.



February 2019 - Our community services started a groundbreaking new study project to try to reduce the use of morphine-like medications among patients living with pain. **With a £55,000 grant from the Health Foundation, the Reducing Opioids Supportive Education (ROSE)** project helps patients reduce their opioid dependence by helping them find other ways to ease and cope with their pain, learning proven techniques such as pacing, mindfulness and graded physical activity.

February 2019 - We achieved the 75% target for Flu vaccinations across clinical staff. Our midwifery team again achieved **the best vaccination rate for pregnant mothers in England**.

March 2019 – Building work to enhance and modernise the Stepping Hill Hospital site was underway, with demolition of the old Wards A12 and A15, **Meanwhile our emergency department (A&E) opened a new reception area and additional consulting and treatment rooms**.



April 2019 – Our **Patient Experience Week showcased the many different innovative ways we are improving the patient experience**, including a carers session at our memory café, pet therapy sessions, and a tea dance in the hospital restaurant.

# Celebrating our history

This year we celebrated 70 years of the NHS, while Stepping Hill Hospital has been open for patients for over 104 years. Some key moments in our journey are below.



**1905**

Stepping Hill Hospital first opens with 340 patient beds

Our beginnings



**1916**

We are used as a military hospital to treat and care for injured soldiers throughout World War I

**1948**

Our hospital becomes part of the newly-founded NHS



Our development



**1972**

Our new maternity building opens, replacing the old 1940 building which is demolished

**1996**

The Duke of Westminster opens a new hospital wing which includes our Tree House children's unit

**2000**

Stockport NHS Trust is formed, following the merger of Stockport Acute Services and Stockport Healthcare NHS Trust



**2004**

We make history by becoming one of the first ten foundation trusts in the UK

**2007**

The Princess Royal opens our new cardiology and surgery unit



**2014**

The Stockport Together partnership is launched to jointly transform health and social care services

**2012**

Stockport community services officially join us, paving the way for a truly integrated service in Stockport



**2015**

We become one of four specialist centres in Greater Manchester for emergency and high risk abdominal surgery

**2016**

We open a new £20m medical and surgical centre to provide an enhanced environment and expand our surgical services



Today

**2019**

£30.6m for an ambitious new emergency care campus announced

“Proud of our past, working towards the future.”

# Our finances

It is important that we spend our money in the most effective way for patients. With an overall annual income of **£295 million** we strive to be efficient and make every single penny count, with an ongoing cost improvement programme.

Despite a testing financial environment, we achieved our financial plan for the year, which included delivery of cost improvements with a value of circa £12.8m, with an outturn deficit position of £31.1m against a planned deficit of £34m. However, we were reliant on cash support of £24.4m to achieve the plan. It is clear that service transformation and the introduction of new models of care are essential to achieve the level of efficiencies necessary in the current financial climate.

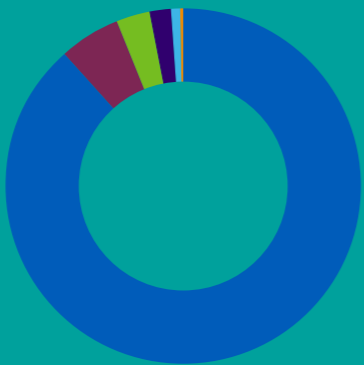
Key to delivery of efficiency savings was a Clinical Services Efficiency Programme (CSEP) which we implemented in 2018/19. We further developed the CSEP approach during the second half of the year and developments were further refined and support from NHS Improvement as part of a financial diagnostic completed in Quarter 4 2018/19. We have looked to develop a much more forward-looking programme, with efficiency opportunities being identified and delivered on a cyclical basis rather than a more traditional year on year approach. This approach has already begun to pay dividends with good progress towards the £14.2m target value for 2019/20 identified by 31 March 2019.

In 2018/19 the Trust's overall income was £295.3m (£285.5m in 2017/18). Income from provision of health services was greater than that from provision of goods and services for any other purpose. Our operating income in 2018/19 was £260.4m, an increase of £9.5m from 2017/18, which predominantly relates to inflation in order to cover the cost of the national pay award and an increase in the level of high cost drugs supplied as a pass-through cost. Expenditure, income, and spend on capital assets can be shown on the charts below.



### Expenditure

- Staff Salaries **68.4%**
- Supplies and Services **9.2%**
- Drugs **6.3%**
- Administration, Transport & Clinical Negligence Costs **4.5%**
- Hospital Maintenance **4.7%**
- Services from NHS Bodies **1.9%**



### Income

- NHS organisations **88.8%**
- Education, training & other grants **3.0%**
- Local Authorities **2.9%**
- Other operating income **2.4%**
- Stockport Pharmaceuticals and Regional Quality Control **1.9%**
- Income generation **0.7%**



### Spend on Capital Assets

- Assets under construction **32.3%**
- Equipment **25.8%**
- Information Technology & Software **25.5%**
- Buildings Completed **16.4%**

# Our workforce

**Our greatest asset is our skilled and committed workforce.**



Our clinical staff are at the forefront of care, but their job is only made possible through the support of many other staff. We recognise the importance of everyone who works here, we treat one another with respect, and promote team work.

Diagnosing, treating and caring for patients involves many roles, from pharmacists and biomedical scientists to radiographers and physiotherapists, but caring for patients also depends on other vital roles which are sometimes 'invisible'.

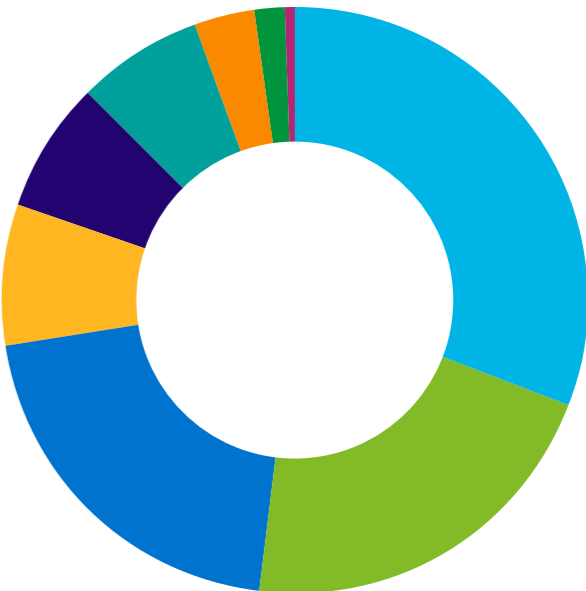
This includes administrative staff such as medical secretaries and maintenance staff. Without porters, patients could not be transported around the hospital; and without cleaners, we would not be able to maintain our standards for preventing infection.

We invest in our staff through education, training and development, and inter-professional learning. Through our organisational development strategy we continuously aim to enhance the working experience for all staff.

Staff are engaged and involved in our decisions, recognised for their outstanding contribution and supported through a health and wellbeing programme. Events for staff include celebration awards, long service awards, learning events and equality and diversity focus group events.

We are supported by over 400 volunteers, from 16 to over 80 years of age, who generously give their time and dedication as helpers in clinics and wards or as guides.

### Staff group numbers



- |  |               |
|--|---------------|
| Nursing and midwifery registered                 | <b>30.91%</b> |
| Additional clinical services                     | <b>20.95%</b> |
| Administrative and clerical                      | <b>20.15%</b> |
| Medical and dental                               | <b>8.01%</b>  |
| Estates and ancillary                            | <b>7.49%</b>  |
| Allied health professionals                      | <b>7.08%</b>  |
| Additional professional scientific and technical | <b>3.28%</b>  |
| Healthcare scientists                            | <b>2.08%</b>  |
| Students   | <b>0.09%</b>  |

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# Have your say

Since becoming a Foundation Trust in 2004, we have built up a membership of 16,000 public and staff members to ensure that people have a say in how we develop our services.

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Our members are represented by elected governors who take an active role in our organisation.

You can make a difference to our health care services by joining as a member.

To find out more, please visit our website **[www.stockport.nhs.uk](http://www.stockport.nhs.uk)** or telephone **0161 419 4653**.

If you would like a copy of our full Annual Report and Accounts, please visit [www.stockport.nhs.uk](http://www.stockport.nhs.uk)

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