

DECEMBER 2017



CHIEF EXEC'S MONTHLY UPDATE

Best in country for stroke: officially ranked top out of 224 centres across England

Our stroke services have been officially ranked as the best in England.

The report from the Sentinel Stroke National Audit Programme (SSNAP) rates the quality and performance of services for every stroke patient, from treatment to recovery. It is the single source of stroke data for England.

We have come first in the country out of a total of 224 stroke centres – rising up the national rankings by 50 places over the past eighteen months.

Our stroke unit treats over 1100 patients a year. It is one of only three specialist units in Greater Manchester and expanded its services three years ago. Our unit treats patients from Eastern Cheshire, as well as Greater Manchester and the High Peak.

The other two stroke units in Greater Manchester are Bury Hospital (which came 6th in the country¹) and Salford Royal (which came 14th) – making us the best performing region.

As well as providing specialist emergency treatment, the unit also offers stroke patients a full rehabilitation programme - with a team of physiotherapists, occupational therapists and speech and language therapists working alongside our doctors, nurses and other healthcare professionals.

A new dedicated TIA unit (transient ischemic attack, commonly known as 'mini-stroke') has also been up and running since March 2017. These patients were previously seen in outpatient clinics. The TIA unit includes the latest scanning technology and areas to examine and treat 'mini-stroke' patients.

You can read our press release about our top national ranking: [here](#)

You can also read our press release about the recent official opening of the new TIA 'mini-stroke' unit: [here](#)

Performance for October: update on key areas of concern

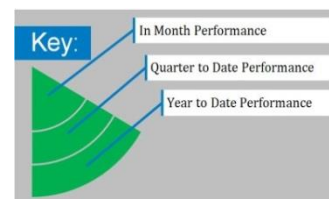
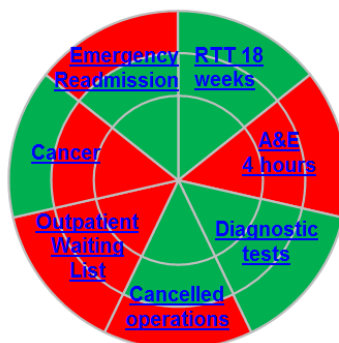
A&E FOUR HOUR WAIT (*four hours until admission/referral/discharge, 95% target*):

We achieved 86.1% for October, which is an improvement from September, but below our 90% trajectory.

See next item for more information.

CANCER (*62 days from urgent GP referral to treatment, 85% target*):

We achieved 83% in October and an action plan is in place.



Winter pressures and action plan: *includes big focus on improving patient flow through specialty wards*

Winter pressures and the A&E four hour target

November is proving challenging for the four hour A&E wait target. Lots of patients are arriving in surges and we need greater attention on the 'whole hospital response'.

Overnight performance continues as a key issue as we have fewer consultants in our emergency department over the 'twilight' shift. Our paediatric teams are also getting transfers from other hospitals, which is putting particular pressure on our services.

Winter plan actions

We are taking the following actions:

- reviewing the emergency department medical rota to provide two consultants every evening (1pm – 9pm) - to meet the twice daily surges.
- reviewing patients who have been in our hospital the longest ('stranded patients'), which is recognised as best practice.
- ensuring the Stockport health & social care system is providing required resilience to help ensure speedy, safe patient discharge from our hospital
- working to open a new frailty unit. Patients would go to the new unit from our emergency department, as well as via referrals from neighbourhood teams, crisis response team and GPs.

Also improving patient flow through specialty wards

We are also focussing on improving patient flow through our specialty medical and surgical wards.

A SPRINT project team has been set up to help manage any difficulties – and meets three times a week with medicine and surgery staff.

We can improve patient flow through rigorous processes around white board rounds, senior decision makers, SAFER (best practice approach to improve patient flow), clinical criteria for discharge, and expected discharge date.

'Dressed is Best' campaign: *launched on three initial wards*

Our 'Dressed is Best' campaign has launched on an initial three medical wards – short stay for older people unit (SSOP), A11 and B6.

The 'Dressed is Best' initiative comes from the #endPJparalysis and Last 1000 Days campaign led by Prof Brian Dolan, who visited our hospital in May this year.

The campaign is a simple concept to get patients up, dressed and moving where possible and is one of the ways of improving a patient's last 1000 days and reducing the time spent in hospital. It promotes patient independence and normal routine, reduces confusion, improves mood, maintains dignity, helps with patient flow and reduces length of stay. Lying in bed has been clinically proven to be bad for muscle wastage and walking ability.

The three wards have nominated staff champions. The aim is for 75% of all patients on the ward (who are medically able) to be dressed and sat out in their chair by lunchtime each day.

You can read the press release: [here](#)

Caroline Drysdale appointed as new managing director of Stockport Neighbourhood Care: starts in new year

Caroline Drysdale has been appointed as the new Managing Director for Stockport Neighbourhood Care.

We have been working with health and social care partner organisations in Stockport over the last few years to develop a new model of integrated care. This approach will transform the way that services are provided in the future, and enable a much greater focus on prevention and home/community based provision, whilst ensuring that hospital services are there when needed.

We now have an Alliance Agreement in place which has allowed the provider organisations to develop integrated services under a single line management: Stockport Neighbourhood Care.

Stockport Neighbourhood Care reports into a provider Alliance Board which has senior representation from the four provider organisations – our Foundation Trust, Stockport Council, Viaduct Care the Stockport GP federation and Pennine Care Foundation Trust. Our joint future ambition to develop an Accountable Care Trust to deliver these integrated services remains unchanged.

Caroline has an outstanding track record of driving rapid transformational change in organisations across the public sector landscape. She is currently Locality Managing Director of Pennine Care Community Foundation Trust, and before that was Locality Director of Community Health Services at Pennine Care NHS Foundation Trust. Caroline is also an Advancing Quality Alliance (AQuA) improvement fellow and at the forefront of national and international learning on system redesign.

Caroline starts in the New Year and will replace Keith Spencer, interim managing director.

Reminder about Helen Thomson, interim chief exec appointment

As highlighted in the last update, Helen Thomson starts as interim chief executive from January 2018, after I retire as chief executive in December 2017.

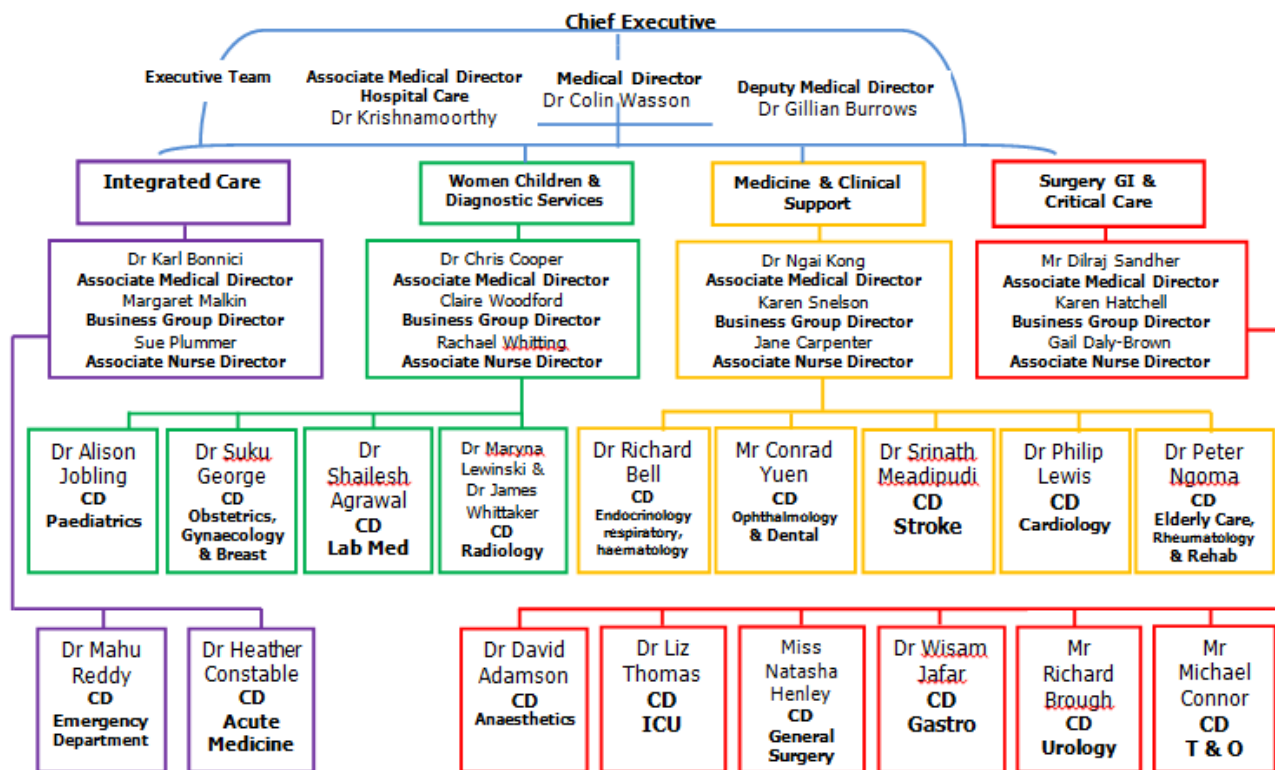
Helen brings over 20 years Board experience, with impressive results in strategic development and operational delivery. She originally trained as a nurse, before becoming a director of nursing and midwifery, and has worked within both acute and community provider organisations.

Hugh Mullen remains as deputy chief executive. We anticipate that the interviews for the chief exec post will be held in early 2018.

New medical leadership structure: fully in place from January 2018

New appointments have been made to some of the associate medical director and clinical posts and the new medical leadership structure will be as follows from January 2018.

MEDICAL LEADERSHIP STRUCTURE – (full structure from Jan 2018)



Financial update: *financial recovery plan*

Deficit (loss)

Our annual budget is £303 million and we are planning a £27.4 million deficit for 2017/18.

In the end of October (seven months into the financial year) we have a £19.5 million loss (deficit). This is equal to a loss of £86,000 per day.

Cost improvement programme (CIP)

We are planning a £15 million cost improvement programme for 2017/18.

At the end of October, we have achieved £9.5 million (63%) of the needed £15 million saving for this financial year. This is £1.2 million ahead of our plan, but only 39% is recurrent so far (ie: permanent year on year saving). We will need to save a further £15m for 2018/19.

Financial recovery plan

A financial recovery plan is in place, but we are currently forecasting a shortfall against the original financial plan.

Events, awards and achievements

Official opening of medical & surgical centre ('new D block building') by Duchess of Gloucester, 26th October

The Duchess of Gloucester officially opened our new medical and surgical centre (D block building) on 26th October.

The £20 million centre opened in October 2016 after two years of building work to seamlessly join the older part of our hospital. It includes 121 beds and four operating theatres. You can read our press release: [here](#)

Honours for staff following Manchester Arena Attack – six months on

Our staff, together with other NHS staff across Greater Manchester, have received further honours for the Manchester Arena attack response in May this year.

At ITV's Pride of Britain awards, staff were presented with a 'Special Recognition' award by Prince William. We also received a special recognition award at the national Nursing Times awards.

As we reported in last month's update, our hospital was also honoured at The Sun's inaugural Who Cares Wins awards and junior doctor Vicky Wijeratne was presented with a national Woman of the Year award by Camilla, Duchess of Cornwall.

There has been recognition closer to home with 10 hospital staff attending a special Civic Recognition 'thank you' event at Manchester Town Hall.

We are also going to feature in the Sky News 'Heroes' series, which will be run on the news channel over the week leading up to Christmas.

You can read our round-up story and see video clips on both the Pride of Britain awards and the Who Cares Wins awards below (please note – the Pride of Britain film is the whole ceremony but if you click on the link it goes straight the section on your award.)

http://www.stockport.nhs.uk/news_8750

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Surgery showcased in national Elective Care Transformation Programme

Our orthopaedic and gastroenterology surgical services are being showcased in the national Elective Care Transformation guides.

We were one of only three sites across the country selected for the 100 day rapid testing programme. Two guides have now been produced to help other hospitals manage increased demands for planned musculoskeletal (MSK) & orthopaedic care, and gastroenterology

Finance team shortlisted national Healthcare Financial Management Association

Our finance team has been shortlisted for a national Healthcare Financial Management Association (HFMA) award. They are just one of our finalists in the 'Havelock Training Award category for their 'Spreadsheets and Bedsheets' work where finance staff spent time in clinical areas.

IT department achieved ISO accreditation at first attempt

Our IT department has achieved ISO Accreditation at their first attempt. This is an internationally recognised best practice standard for information security and we are believed to be the first to achieve this in Greater Manchester.