

CHRISTMAS 2017



CHIEF EXEC'S MONTHLY UPDATE



Your Health. Our Priority.

Reducing urgent and emergency care pressures: *Home for Christmas Week, Home Hub trial and other actions*

Home for Christmas Week: Monday 18th to Friday 22nd December

This is modelled on our Home for Easter Week initiative, which helped with the safe discharge of patients.

We are aiming to have a minimum of 20 beds freed up by the end of Home for Christmas Week, which would put us in a good position going into the Christmas break.

During this week, volunteer ward liaison officers (non-clinical and support staff from our Trust and partner organisations in Stockport) are present on our medical wards from 8am to 12pm midday. They are identifying patients who need additional care and support put in place to enable them to be safely discharged, and reporting this back to the control room.

'Home Hub' trial in emergency department from 20th December

Plans are being put in place to set up a 'Home Hub' on the short stay for older people unit (SSOP, D4), based at the back of our emergency department.

This will have a community feel rather than a medical ward with chairs, tables, TV and plenty of support information available – and offer people an alternative to admission to a ward.

There are many patients who attend our emergency department who are frail and have a social rather than medical need, and end up being admitted to a ward - often because of a lack of alternative care or because staff are not sure what support can be provided in the community.

The Home Hub would be supported by Stockport Foodbank, AGE UK, Stockport's Back Home service, the council's housing team, mental health services and others, who will all work with us to ensure that people are supported safely back home.

From 20th December we will be trialing this with a small number of people initially. This is to ensure we monitor the safety and appropriateness of this additional support to our emergency department and people returning home.

The Home Hub team will be working with emergency department colleagues to identify people who would benefit from this support.

Other actions to manage winter pressures and improve patient flow

A huge number of actions – short, medium and long – have already taken place or are underway to try and ensure there is good patient flow across and out of the hospital.

Our older people's assessment unit went live at the start of December and has 16 beds. The new emergency department consultant rota started at the end of November, with an extra consultant until 10pm for the 'post tea time' surge.

'Stranded patient' reviews (patients who have been in our hospital the longest in hospital) are now established.

Our SPRINT project team continues to focus on safe, early discharges from the medical and surgical wards.

A new 'Steady in Stockport' falls prevention service has also opened in Heaton and Cheadle neighbourhoods this month, with a roll-out into other neighbourhoods to follow. Last year in Stockport, each day more than four people over the age of 65 were admitted to our hospital due to a fall. This figure is higher than in other areas of Greater Manchester. For more information visit:

<https://www.mycaremychoice.org.uk/steady-in-stockport>

Extra urgent care winter money

We have received some extra urgent care winter money, which is being used for additional medical cover in our emergency department, acute medical unit and rapid recovery unit.

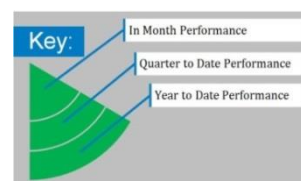
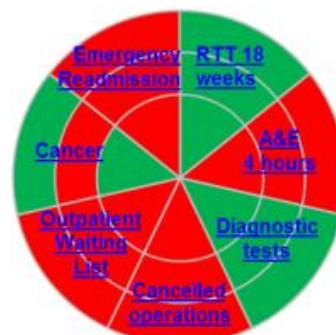
Performance for November: update on key areas of concern

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

We achieved 78.6% for November. This is similar to November 2016, but we have had 6% more people through our doors this November.

We have seen an unusual increase in breaches not related to medical admissions, eg: lack of psychiatric, surgical, orthopaedic and paediatric beds (a Greater Manchester wide issue).

We have had a very low performance on the A&E four hour wait so far for December. We have had more patients arriving at our emergency department (ED) who are very ill, with more patients from care homes. Cold weather falls have affected surgery and orthopaedics, with capacity becoming a key risk. There are also issues around delayed transfers of care.



CANCELLED OPERATIONS (*cancelled operations not treated with 28 days, zero target*):

We cancelled 39 operations for non-clinical reasons in November.

The main reasons were a lack of theatre time (9 cases), no bed availability (8), surgeon sickness on the day (5).

One gastroenterology patient was not rebooked within 28 days of their operation being cancelled.

Accreditation for continued excellence: pilots started on wards M4 and B4

We are developing an 'accreditation for excellence' (ACE) framework to measure the quality of all clinical areas.

It is designed to create consistent standards across our Trust with a consistent approach to measuring quality, as well as recognise and share best practice and celebrate successes. The overall patient experience should be improved as a result.

This is being built on best practice standards, with people across our trust involved. Specialist staff will be assessing compliance against a clear set of agreed standards.

The standards will include: first impressions and environment, medication, personal care, safeguarding, infection prevention, nutrition and hydration, safety, management and leadership. They will also check that care is person-centred, safe, timely, equitable, efficient, and effective.

A pilot has started in wards M4 and B4. This will provide information on the suitability of the standards, process, infrastructure and IT system before a phased rollout with other clinical areas.

Stockport Together consultation: recommendation report in January 2018

The three-month public consultation on the Stockport Together proposed changes to health and social

care services finished at the end of November.

This followed a six week public listening period in Stockport over the summer. You can read the press release: [here](#)

The consultation was led by the Council and Stockport Clinical Commissioning Group (CCG) on behalf of the Stockport Together partner organisations. It was a formal opportunity for organisations and individuals to share their views about the changes as outlined in the recent business cases.

A report, with recommendations, will be published on 5th January 2018, which will go to the different partner boards for approval.

Reminder about some key senior management changes: *Chief exec, neighbourhood care managing director, medicine & clinical support director*

Ann Barnes retires as chief executive on 20th December, following 17 years with the Trust and 39 years in the NHS.

Helen Thomson starts as our interim chief exec from 1st January 2018. Hugh Mullen, deputy chief exec is in charge over Christmas.

Helen brings over 20 years Board experience, with impressive results in strategic development and operational delivery. We anticipate that the interviews for the chief exec post will be held in early 2018.

Caroline Drysdale starts as managing director for Stockport Neighbourhood Care on 2nd January 2018.

Karen Snelson, medicine and clinical support director also retires on 20th December, after 37 years at Stockport (Stockport Infirmary and then Stepping Hill Hospital when the infirmary closed).

Luckily, we will see Karen again as she will be returning in February 2018 for three days a week as the senior responsible officer for the Stockport Together outpatient programme.

Nadine Armitage will be the new director for the medicine and clinical support business group. She is currently Divisional Director at Wirral University Teaching Hospital.

Celebrating Stockport Good Practice Awards: *congratulations to our winners*

Our first Celebrating Stockport Good Practice Awards took place on 18th December.

These quarterly events have been set up to celebrate the work and achievements of individuals and teams.

Huge congratulations to everyone who was nominated. You can read our press release: [here](#).

The seven winners are:

- Creating a Positive Culture Award - Debbie Bennett, occupational health system manager and acting Business Manager
- Outstanding Teamwork Award - Children's long term ventilation team and the materials management team (joint winners)
- Inspirational Leadership Award - Sarah Edwards, practice educator for district nursing. Charlotte Dent, matron for trauma/orthopaedics and critical care also had a special commendation.

- Compassionate Care Award - Jo Langridge, head & neck clinical nurse specialist
- Excellent Environment Award - E1 ward sensory garden team
- Service Improvement /Transformation Award - pharmacy medicines administration team
- Special Award – Stroke team

External awards and achievements

Rachel Campbell, inflammatory bowel disease (IBD) nurse in gastroenterology has won a national inflammatory bowel disease nurse recognition award. You can read our press release: [here](#)

Our security team is a finalist for the Unsung Hero Award. They have been shortlisted for helping a patient in maternity, who had mental health issues, avoid harming herself and her baby.

Our medical students from the American University of the Caribbean, who are training at Stepping Hill Hospital, have won the Robert Hecht international prize for a presentation on helping to vaccinate against the clostridium difficile infection.

Christmas round-up: *thanking, singing, listening, receiving, giving and promoting*

Thanking: There was a special Christmas lunch for our fantastic volunteers on 12th December

Singing: We had another successful Trust annual carol concert at St George's Church on 12th December

Listening: Alison Lynch, director of nursing & quality clarinet entertained patients, visitors and staff in the main reception and on wards with her clarinet as she played Christmas songs

Receiving: Stores, such as Body Shop and Asda, have generously donations supplies for patients who will be on wards over Christmas

Giving: 20 hampers full of food were generously donated by our staff to Stockport food bank

Promoting: Some of our staff, who are working on Christmas Day, will feature in media stories about staff working on Christmas Day.

Chelsea Winterbottom, trauma & orthopaedic nurse has been in the Huffington post, and you can read the story: [here](#). Ann Williams, cleaner will be in the Manchester Weekly News and Pauline O'Brien, assistant nurse practitioner, emergency department/stroke will appear in the Manchester Evening News.