



Stockport
NHS Foundation Trust

Your Health, Our Priority

An overview of
our organisation

www.stockport.nhs.uk



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Your Health. Our Priority.

This means putting people at the centre 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.

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Amazing things happen across our services every day. We save lives and we give people their lives and independence back.

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 some 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.



**“Amazing things
happen across our
services every day.”**

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.

Our priorities

Our priorities focus on providing high quality, safe services which are all about people – patients, carers, staff and partners. We are the second largest employer in Stockport, with a highly-skilled, committed and dedicated workforce.

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 recently been rated as the best in England, and we run one of the largest orthopaedic services in the country. Our cancer services have also been recently rated among the best in the country.

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

Community health services are 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



Our values

Our values are at the heart of everything we do and come from our 'Your Health. Our Priority' promise. Every day, they drive the behaviour and actions for every person in our organisation.



Service

We provide effective, efficient and innovative care.

We work in partnership with others, to deliver improved care, in the right place, at the right time.



Quality & Safety

We deliver safe, high quality and compassionate care.

We ensure a clean and safe environment for better care.



Communication

We treat our patients, their families and our staff with dignity and respect.

We communicate with everyone in a clear and open way.

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.



Our services

As well as Stepping Hill Hospital, we run 24 health centres and community clinics in Stockport and also provide community health services in people's homes.



We run specialist services including the Devonshire Centre for neuro-rehabilitation, The Meadows palliative care centre and Swanbourne Gardens - a purpose built respite facility for children and young people with complex health needs.

A full list of all our locations can be found on
www.stockport.nhs.uk

-  Stepping Hill Hospital
-  Health centre/
community clinic

Stockport Together

Here in Stockport we're proud of the fact that our borough is one of the healthiest places to live in the North West. We take pride in our achievements in healthcare, including the fact that Stockport residents are living longer than ever before.



However, the rising number of older people in Stockport means there will be a greater need for health and social care support both in the short and long term. If we can improve the health and wellbeing of the older generation then that will greatly enhance their quality of life, as well as reducing the need for hospital care.

We are part of Stockport Together's ground-breaking Vanguard scheme, where health and social care partners are redesigning local services for significant patient improvements. Stockport was chosen as one of 50 national Vanguards in 2015 to pilot new care models that will act as a blueprint for the way future care is delivered across England.

The Stockport Together partners are the NHS Stockport Clinical Commissioning Group, Pennine Care NHS Foundation Trust (mental health services), Stockport Metropolitan Borough Council, Viaduct Health (a federation representing all Stockport GPs) and our Trust.

We have the tools to prevent disease and improve people's health. It makes sense for us to modernise in both health and social care, in the same way that medicine has too.

We want to provide an efficient and effective system. We'll do this by changing our way of working: instead of being a reactive service, we will become proactive.

This should help people to maintain their independence, reduce the number of unnecessary outpatient visits, and lower the frequency of hospital stays and the length of time spent in a hospital bed.

Having health and social care services which work better together will enable us to support people when they no longer need specialist medical support, but may need some longer-term ongoing social care input.

Joint initiatives we have put into place in the past year include a new transfer hub, one of the first of its kind in the country, where health and social care staff work together to help ensure patients don't need to stay in a hospital bed longer than they need. As well as benefitting the patient both physically and psychologically, this also helps free-up beds for seriously ill patients being admitted into hospital. We also have the recently introduced 'Steady in Stockport' service, which helps people in the community avoid falls.

**“We are committed
to providing good
quality care, closer
to home.”**



Our improvement journey



In October 2017 we were rated as 'requires improvement' by the Care Quality Commission. Since then we have formed a quality improvement strategy and improvement plan which we are now putting into place, with the aim of reaching 'good', followed by 'outstanding'.

Outstanding care happens in our hospital and community every day. Staff in all areas of our organisation are currently working together to ensure high standards in all areas of their work, which will enable this outstanding care to be reflected in an outstanding rating.



Emergency and urgent care

A key part of our failing to reach the 'good' rating is the continuing pressure on our emergency and urgent care services, and in particular our ongoing missing of the four hour wait target (where 95% of A&E patients should be treated within four hours.) Tackling this problem needs both longer term and shorter term solutions. In the longer term we are working with our partners in Stockport Together towards providing more care in the community, and providing more services closer to home to reduce the number of people requiring emergency care.

More immediately, we are currently working on a major renovation of our emergency (A&E) department, which will improve the patient waiting areas, add a new reception area and create additional consulting and treatment rooms. When the work is completed, it will enable patients to be seen and treated sooner, with a reduction in waiting times, in particular for those patients with more complex needs.

In addition, we now have a new transfer hub, and a new crisis response team - for adults in Stockport who don't need to come to hospital, but are at risk of hospital admission within 24 hours if no urgent response is available within the neighbourhood.

With these measures we are taking the key actions needed to address the problems of urgent care.



You can read more about our performance on our website: www.stockport.nhs.uk

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, especially across surgery and critical care
- Ensured each ward has a nurse on every shift who has up-to-date life support training, meaning wards and departments have the right staff with the right skills on duty to respond if a patient suddenly deteriorates
- More safeguards for privacy and dignity of patients in A&E

Improvements still being made

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

- We are working to reduce the number of falls experienced by patients
- We are working to increase nursing staff recruitment
- Pressure ulcers have been reduced but we are working to reduce them further
- We are enhancing our electronic rostering systems to improve efficiencies in our staff rotas
- We are working to reduce the length of stay of fractured neck of femur patients
- We are working to improve our discharge planning process

ACE assessment

A major part of our improvement journey is our ACE assessment scheme.

ACE assessment is about ensuring all our staff truly embody the values of the trust; quality and safety, service and communication in every aspect of their work and care. It drives quality improvement and highlights key areas for improvement, recognising and sharing best practice, celebrating success and instilling staff pride in their clinical area.

The scheme aims to maintain exceptional standards in key areas; including communication, training, cleanliness, efficiency, and putting discharge plans into place for all patients.

Nine wards have currently achieved ACE assessment. Other areas including maternity, surgical theatres, paediatrics are working towards receiving their assessment, helping to ensure standards are high, and improving the patient experience across the whole trust.

How we perform

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 clinical and performance targets is a priority as the visible and measurable standard of our service, but we never lose sight of the fact that our services are about people.

#PROUD2CARE

Referral



We ensure patients have swift access to our services, 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




As part of the Stockport Together partnership work - which is integrating health and social care services - 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, with robust infection control systems in place.



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; consistently 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 that have focused on electronic prescribing; reducing the patient's length of stay in hospital; reducing the number of tests and investigations ordered; and increasing the number of patients who can be 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 across our organisation.

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

We have a dementia café and rooms which recreate previous eras for a relaxing space nearby the ward, and special 'activity mitts' for patients, both of which have a calming and therapeutic effect for many patients with dementia. 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 to meet their needs.



Our highlights of the

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



National Excellence



Our stroke services were officially ranked as the best in the country. The independent 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. Stepping Hill Hospital came first in the country out of a total of 224 stroke centres.

Our midwives successfully vaccinated more mothers against flu than in any other region of the country. More than 7 out of 10 of Stockport's expectant mums got their free flu jab, higher than anywhere else in England.

Our district nursing team achieved some of the best cervical cancer vaccination rates in the country. 96% of local girls aged 12 to 13 were given the human papilloma vaccine (HPV), which helps prevent the cancer - the fourth highest rate in England.



New openings and developments



The Duchess of Gloucester officially opened our state-of-the-art £20m medical and surgical centre opened for patients, with over 120 beds replacing facilities in old wards and in preparation for our new status as one of four specialist centres in Greater Manchester for emergency and high risk general surgery.

The Mayor of Greater Manchester Andy Burnham opened our new transfer hub, one of the first of its kind in the country, which helps to ensure patients don't need to stay in a hospital bed longer than they need.

We began work on a £1.2m renovation and redevelopment of our A&E department which will enable patients to be seen and treated sooner, with a reduction in waiting times, in particular for those patients with more complex needs.

year 2017/18



Innovations



Our community-based wheelchair centre started to provide a specialist 'driving course' in its **powered wheelchair assessment area** to give users more practice to control their chairs; the only one of it's kind from the NHS in the north west, and one of the first in the country.

We started a new '**virtual fracture clinic**' allowing patient x-rays and notes from A&E attendances to be examined and reviewed virtually by an orthopaedic consultant. This means appropriate patients can receive the help and advice they need without unnecessary follow-up appointments at the hospital, while those with more complex fractures can see a specialist doctor sooner.



Awards



Michelle Clay, a newly qualified health visitor who now looks after patients in the Offerton district **won the national title of Health Visitor Student of the Year** from the Journal of Health Visiting.

Our emergency and surgical teams **won several awards for their hard work and bravery** in response to the Manchester Arena Attack.

Our deputy voluntary services manager June Heywood received a '**Community Hero**' **award** from Stockport Council alongside other champions who have made an outstanding contribution in their local area.

Our A&E services were **shortlisted in the national Student Nursing Times Awards** for their outstanding commitment to training.

Our journey over the years

This year we celebrated 70 years of the NHS, while Stepping Hill Hospital has been open for patients for over 103 years. Some key moments in our journey are below.

Our beginnings

1905

Stepping Hill Hospital first opens with 340 patient beds



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



1996

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

1972

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



Our development

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



2012

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



2014

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

2016

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



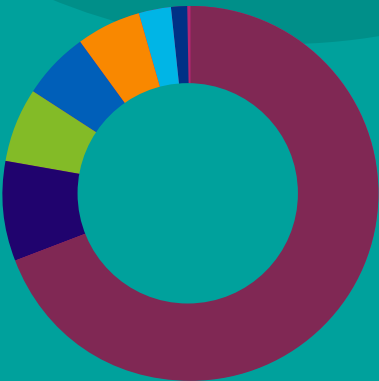
Today



**“We work in partnership
to improve the lives
of local communities
and the population
as a whole.”**

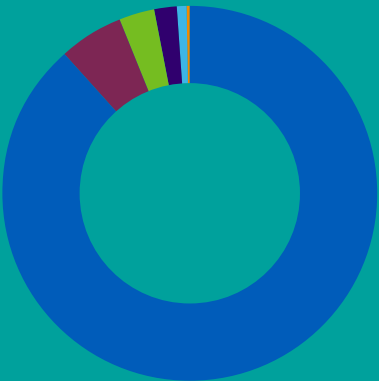
Our finances

It is important that we spend our money in the most effective way for patients. With an annual income of **£285 million** we strive to be efficient and make every single penny count, with an ongoing cost improvement programme.



Expenditure

Staff Salaries	69.1%
Supplies and Services	8.6%
Drugs	6.3%
Administration, Transport & Clinical Negligence Costs	5.8%
Hospital Maintenance	5.7%
Depreciation/Finance Costs/Impairments	2.7%
Services from NHS Bodies	1.3%
Education and Training	0.2%



Income

NHS organisations	88.3%
Other operating income	5.7%
Education, training & other grants	3.1%
Stockport Pharmaceuticals and Regional Quality Control	1.9%
Income generation	0.8%
Private patients	0.1%



Spend on Capital Assets

Equipment	36.7%
Assets under construction	22.8%
Information Technology & Software	22.7%
Buildings Completed	17.8%

Our workforce

Our greatest asset is our skilled and committed workforce.



Our clinical workforce are at the forefront of care, but their job is only made possible through the support of many other colleagues. We recognise the importance of everyone who works here, 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 and many others. Caring for our patients depends on all our people, and their contributions are highly valued.

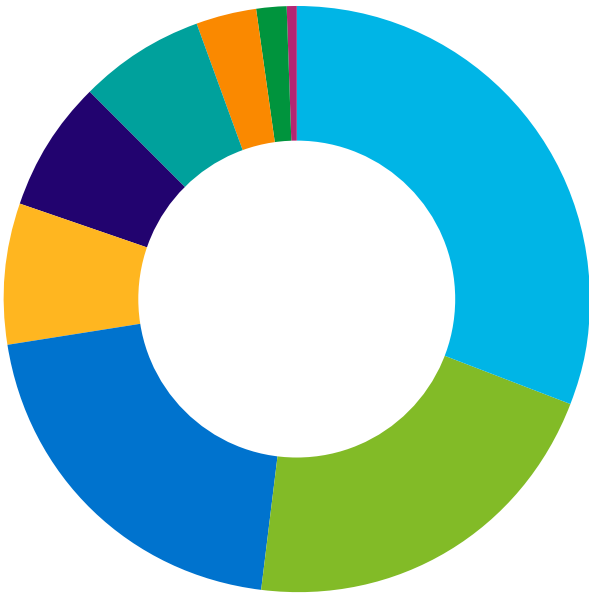
This includes administrative staff such as medical secretaries and maintenance workers. Without porters, patients could not be transported around the hospital; and without cleaners, we would not be able to maintain our standards for preventing infection.

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

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

We are supported by over 350 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.

Professional group numbers



Nursing and midwifery registered	31.38%
Additional clinical services	21.01%
Administrative and clerical	19.91%
Medical and dental	7.73%
Estates and ancillary	7.39%
Allied health professionals	6.95%
Additional professional scientific and technical	3.45%
Healthcare scientists	1.96%
Students	0.22%

Our membership

Since becoming a foundation trust in 2004, we have built up 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** or telephone **0161 419 4653**.

If you would like a copy of our full Annual Report and Accounts, please visit www.stockport.nhs.uk

 Join us on Facebook:
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