

# STEPPING UP

## THE IMPROVEMENT EDITION

WINTER 2020

Improving one step at a time

Covid updates

Changes in leadership

Saluting our Infection  
Prevention Team

Building blocks to excellence

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# GET IN TOUCH

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# IMPROVING ONE STEP AT A TIME

## THE IMPROVEMENT ISSUE

Our most recent CQC report continued to show our trust as 'Requires Improvement'. We took immediate steps to address the things the CQC highlighted, and we're continuing to work on them every day.

We've been innovative in quickly adopting new ways of working and changing services for the better. From virtual outpatient clinics to changing the purpose of wards overnight, there are many examples of the changes we and our staff have made, some in response to Covid and others as general improvements.

We do not aspire to be a 'requires improvement' trust. We want to be 'good' and eventually 'outstanding' – and we will build on the changes our teams have made to make the improvements that will get us there, because it is the right thing to do for our patients.

In this 'Improvement Issue' of Stepping Up we'll be taking a look at just a few of the improvement projects we've been working on in recent months.



## TOP LAB WORK

Our pathology teams have swiftly reorganised both to become more Covid friendly, and to respond to the demand for Covid testing services for staff themselves. Blood anti-coagulation services have moved from different community locations to one site at the hospital which is better for isolating patients and protecting our staff. Our in-house method of Covid testing was in the first wave in the country to be officially accredited under the nationally recognised ISO15189 standard, confirming high quality.

## A&E Improvements

Following their main report earlier in the year, the CQC also held an inspection of our emergency department in August. The subsequent report published in October found significant improvements and that we are now fully complying with all the actions required by the CQC.



## Helpful liaisons



With most visiting stopped during lockdown, our Patient Liaison Team was set up to support patients by offering a central contact point for relatives to enquire about their loved ones and get updates on their condition whilst they are receiving care, providing support and reassurance during troubling times. With much visiting still sadly not allowed at the moment, the team helps patients contact their loved ones to ensure family contact is maintained, helping them to feel less isolated whilst in hospital. A caring presence on the ward, the team bring love-heart shaped card messages of hope, as well as other gifts to patients, helping to create a welcoming and supportive environment.



## ONLINE CARE including at the end of life

Many of our clinics have now moved to video appointments which is proving popular with patients and families, and these innovations are now helping us to improve end-of-life care too. Our district nursing teams are now able to link in with patients in care homes, helping them liaise with families and their GPs all at the same time, so that we can give the best standard of care for these patients.

# BUILDING BLOCKS TO EXCELLENCE

**Our estates and facilities teams have been busy making improvements through both major projects and major challenges.**

In early 2019, an inspection of our buildings showed that we needed to make improvements in fire safety, governance and overdue maintenance on some parts of our hospital site. Since then the department has been working hard to improve their services.

Areas which received some of the biggest overhauls last year were the departments of electrical and biomedical engineering (EBME), which looks after our medical equipment, and our hospital sterilisation and decontamination unit (HSDU), which keeps equipment infection free. Improvements in EBME mean that our staff now receive far more efficient support with their equipment, while the HSDU recently received the highest possible certification of safety in the country.

The estates team are now in the process of making a number of large scale building and development projects on the hospital site which will enhance care for patients. This year they have refurbished our birthing suite and colposcopy treatment and recovery suite in the maternity department, and built a new unit for two new CT scanners which should be finished by the end of this year.

The biggest project of all will be the major new emergency care campus, which will transform the way we provide emergency care.

Coronavirus has presented major challenges for our estates and facilities team, which needed to work across our sites – from new signage; the creation of separated areas of the hospital for separate groups of patients; and allowing social distancing.

We've also completed a full scale major refurbishment of our restaurant, which included ensuring that we can allow for social distancing. The new improved restaurant is a spacious and comfortable area.

The team has also been instrumental in other schemes to support staff during the recent hard months, including helping to create staff respite areas and managing the popular 'Foodie Friday' events too.

Their ongoing efforts reflect our Trust values of caring for each other, our patients and their families, the communities we serve and our environment.



OLD RESTAURANT



NEW RESTAURANT



## ONE STEP CLOSER: Emergency care campus update

**Our plans for a major new emergency care campus recently took a big step forward.**

**The outline business case for the £30.6m new emergency care and pathology campus on the hospital site has now been approved by our Board of Directors.**

**The new campus is set to transform emergency care in the Stockport area. Rather than all patients with urgent needs going to the same emergency department, it will ensure that our patients are seen by the right people, in the right place, at the right time. It will include**

**an urgent care treatment centre, GP assessment unit, and planned investigation unit, as well as new accommodation for our pathology services.**

**Subject to planning permission being granted, building work is scheduled to start on the campus next year and be completed in 2023.**

**We've also received a more immediate £3.6m share of an £18.4m package for Greater Manchester to help with pressures over the coming winter.**





As the Covid-19 pandemic continues, our staff and volunteers continue to go above and beyond, and we are incredibly grateful for the amazing support we're still receiving from the public.

### SAFETY ON SITE

For infection prevention reasons, visits to Stepping Hill Hospital are still restricted, and it's likely this will carry on for some time. Those visitors who are allowed on site, together with patients, staff and volunteers, must wear face masks, as well as follow the important rules of social distancing and hand hygiene.

We ask that everyone respects these rules so we can all play our part in preventing the spread of the virus. If you have picked up a copy of the newsletter from the hospital please remember to take it home with you, and not leave it lying around the site.

The work of our infection prevention team is always a vital part of the service and care we provide, and never more so than during the coronavirus pandemic which has shook the world.

Comprised of nursing staff, practitioners, a data analyst and an administrator, the team of eight keep track of and help to prevent infections not just at Stepping Hill Hospital but also the Bluebell Unit, Devonshire Unit, Swanbourne Gardens and other community areas.

The team are at the forefront of the fight against infection, including Covid-19 and other infections which exist in hospital and community environments, such as MRSA, C-difficile, E-Coli, CDA and others.

They help to ensure environments are infection free, encouraging best practice for ward spaces, medical devices, waste and other areas. Since the pandemic began they have:

- Tracked over 700 patients who have been in contact with Covid positive patients, helping prevent the spread
- Inspected wards over 1200 times
- Carried out 140 on-the-spot audits on hand hygiene, PPE and IV care
- Delivered over 80 other non-Covid infection test results

Since the end of the first stage of the lockdown and the re-introduction of services, the team have been instrumental in getting all our services working again, from children's services to surgery.

The team are always on hand to offer advice to anyone who needs them. They've been working tirelessly since the pandemic began, and their work continues. Last but not least is their aim to ensure everyone on site wears their face coverings correctly to help prevent the spread of Covid-19. Please help them out and wear yours to help protect yourself and others.

#### Team's TOP TIPS for keeping Covid free:

- Remember hand hygiene – keep washing hands for at least 30 seconds
- Clean up - keep surfaces clean and sterilised
- Keep it covered - wear face coverings in public places
- Keep your distance – remember the two metre rule for social distancing
- Keep to other local lockdown restrictions – we're all in it together

### Vaccine study

We're currently taking part in an exciting new study aimed at finding a vaccine for Covid19, and we're still looking for volunteers to take part.

Stockport NHS Foundation Trust is among the sites chosen to undertake the Novavax study, with the National Institute for Health Research (NIHR), Clinical Research Network (CRN) Greater Manchester. We are the only trust in Greater Manchester taking part.

The study is testing the safety and effectiveness of a promising new vaccine, developed by US biotechnology company Novavax, with people from a range of age groups and backgrounds. The study involves many thousands of people.

### VOLUNTEERS WANTED

We need 500 volunteers to take part and we're still looking for new recruits. If you're interested please visit [www.nhs.uk/researchcontact](http://www.nhs.uk/researchcontact)



# OUR JOURNEY TO IMPROVE OUR MENTAL HEALTH CARE AND SUPPORT

## Staff training in the Emergency Department

Patients attending our emergency department with mental health problems will often be uncomfortable or scared, and need specialist health care as soon as possible. We have undertaken a major programme of training for our staff, in partnership with the Pennine Care NHS Foundation Trust, (who run mental health services in the area and who run the psychiatric services on the Stepping Hill Hospital site). A key part of the training is the new 'I am mental health aware' knowledge passport, a document including all the different areas of mental health awareness which the staff member needs to be up-to-date with.

## Patient assessment

Changes have been made to the way we assess all patients as to whether they need mental health support. Those identified as needing support are seen by the appropriate professionals as soon as possible, in addition to any other clinical support they need.

## New connections

A relatively small number of attendees account for a very large number of repeated visits to our emergency department. These are vulnerable people who need greater and more targeted help. We have formed a partnership with the local British Red Cross group to help support our frequent visitors, using health education to allow them to live safely and independently, and promoting wellbeing, self-care and resilience. This new service will support around 50 service users a year, with the aim of reducing emergency department attendances by 40%, which will also lead to reduced admissions to hospital and a reduction in calls to the ambulance service.

## Environment

We've taken a look at and made changes to the consulting and waiting rooms in our emergency department so that our patients can be treated safely, in an appropriate space.

## Valuing mental health as equally as physical health

Our aim is to ensure 'parity of esteem', ensuring not only that all patients receive the care they need regardless of their mental health problems, but also that their dignity is protected and they are supported too.

## Working in partnership

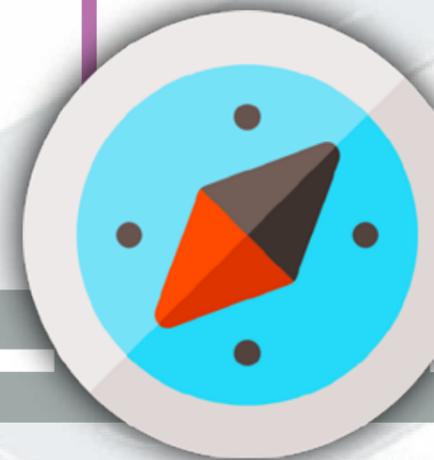
We run monthly partnership meetings with Pennine Care so that we can better review and co-ordinate improvements to our services. We have also been talking to carer groups and patient user groups so they can have input into how we shape our services.

## Mental health passport

We're introducing a new mental health passport to support these patients. The passport allows users to share information with healthcare professionals in a way that is comfortable to them, therefore reducing the need to recall any information which may be distressing for them.

While we are not a mental health care Trust, we see a very large number of patients who are experiencing mental health problems every year. Many of these come to us through our Emergency Department (A&E), and many will be suffering a crisis situation at that time. In our last CQC inspection, one of the areas assessed as requiring improvement was how we respond to the needs of these patients.

This year we have worked hard to improve how we offer support and care for people experiencing mental health problems. Join us on our journey through our improvements...



## Supporting younger patients

There are patients requiring mental health support in other areas of our hospital site, including younger patients being cared for on our Treehouse children's unit. In recent months Nic Kilheaney has started as our new Children and Young People's Mental Health Education Practitioner to ensure the needs of these vulnerable younger people are taken on board.

Nic Kilheaney says...

"While they may both be under sixteen and be needing similar treatment, the needs of a young child and an older teenager may be very different. We identified that these distinctive needs were not being properly acknowledged, and so we've changed the way we work with them to respond to their needs.

Some of the younger patients we see may have a variety of mental health difficulties, which can include eating disorders, self-harm and suicidal ideation.

They may be frightened or vulnerable, and a hospital can be an intimidating environment for them, so we're doing all we can to create an environment that responds to provide the caring support they require.

All our paediatric nursing and medical staff are taking part in new training, which focuses on children and young people's mental health. It improves staff's knowledge and skills when working with children and young people who present with mental health difficulties.

We're also part of the 'We Can Talk' project, a national project set up to help improve clinical staff's communication skills so that we can improve children and young people's experience when they present to hospital with a mental health need.

These are vulnerable young patients who need all our support. We're acknowledging where we haven't gone far enough in the past and aiming to provide the best possible care we can for the future."



# RESPECTING EACH OTHER & **together** festival



During difficult times it is more important than ever that we provide the support we need for our staff, but also that we create an atmosphere of respect for each other too. We have recently started a Respect campaign to champion these values of respect and inclusion for one another, including in terms of respect for peoples' race, gender, sexuality, nationality and status of disability.

This month we also held our 'Together Festival' which had a whole host of events not just celebrating our diversity, but also promoting ways in which we can show support both for ourselves and each other too. The festival included events for Black History Month, Hate Crime Awareness Week and celebration of foods around the world, diet and exercise information and support, advice on giving up smoking, sleep awareness and other health and wellbeing support.

# CELEBRATING OUR DIVERSE WORKFORCE

Did you know we are...



**79.9% female**

(nearly 4000 staff)



**16.18% Black, Asian & Minority Ethnic**

(just over 800 staff)



**3.32% with a reported disability**

(just over 160 staff, 11.94% of staff undeclared)

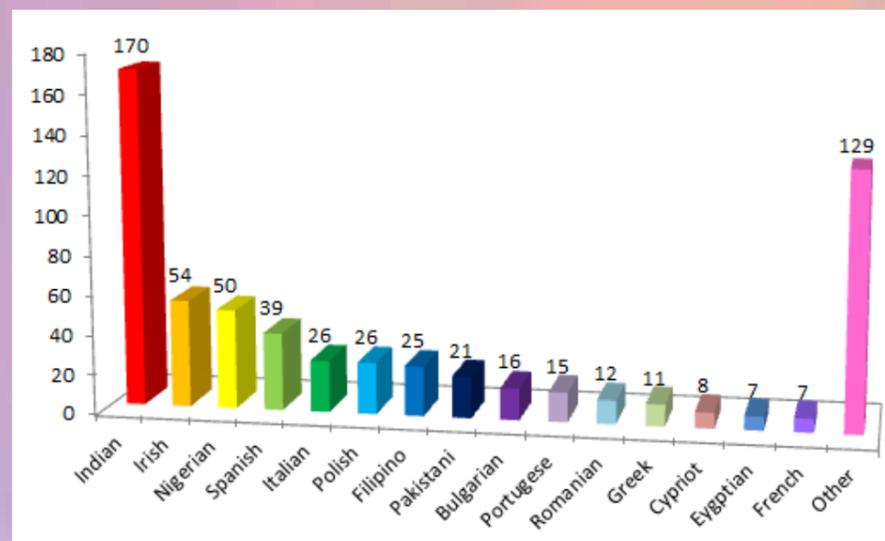


**2.12% declared LGBT**

(just over 100 staff, 20.09% of staff undeclared)

Did you know that our staff come from all over the world?

Our diverse workforce comes from over 70 different countries! 5053 are British but the rest break down as follows...



Others include Cypriot, Egyptian, French, Zambian, Australian, Bangladeshi, Croatian, Dutch, Ghanaian, Latvian, South African, American, Canadian, Hungarian, Thai, Zimbabwean, German, Iraqi, Lithuanian, Malaysian, Sierra Leonean, Slovak, Belgian, Burmese, Finnish, Gambian, Iranian, Maltese, Motswana, Scottish, Syrian, Ukrainian, Angolan, Brazilian and many more...

In the past few months we have...

Held a BAME internal leadership programme

Introduced trust wide transgender awareness training

Launched the Rainbow Badge initiative to increase LGBT+ support

Held awareness events for Black History Month, Pride Month, LGBT+ Pride Month, Hate Crime Awareness and Ramadan

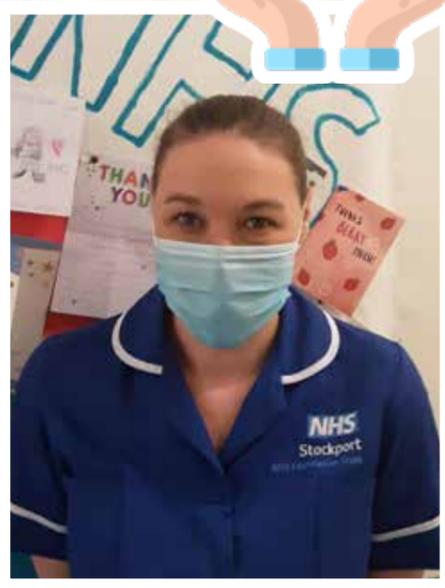
# Reward for improving wound care



One of our specialist nurses was part of a team who won a national award for helping increase wound care efficiency across Greater Manchester.

Lisa Gough, a tissue viability nurse specialising in wound care was part of the Greater Manchester Health & Social Care Partnership's Procurement Team, who won the Highly Commended prize in the 'Project of the Year – under 20m' category of the UK National GO Excellence in Public Procurement Awards 2020, which celebrate the best delivery and purchase of items in public services across the country.

The team won for 'The GM Wound Care Formulary project' which improved efficiency in purchasing of wound care products such as adhesive dressings and bandages across Greater Manchester, and making sure that the treatment of pressure ulcers is being held to the same high standards throughout the area. This meant both reducing rates of infection, and making big money savings too.



# STEPPING AHEAD WITH SURGICAL INNOVATION

Our surgical services continue to improve with the latest innovative techniques enhancing patient experience and outcomes.

Our urology surgical teams have been using 'Mini-PCNL' keyhole surgery technique to remove kidney stones, which uses the state-of-the-art technology of the Storz™ system to make smaller incisions.

As the new technique is less invasive, it allows patients to recover more quickly, as well as reducing the risk of bleeding. Most patients used to spend three to four days in hospital to recover from kidney stone surgery, now they can usually go home the next day. The risk of bleeding has reduced from around 5% to less than 1%.

Consultant surgeon Banji Adeyoku was the first consultant in the country to carry out the operation, and he and his team have now successfully carried out 65 of these operations for satisfied patients.



## GREAT CARE & LEADERSHIP RECOGNISED

Another of our nurse specialists was shortlisted for a national award for the positive impact her leadership has had on both bowel cancer patients and her colleagues.

Doreen Dooley, a colorectal clinical nurse specialist was shortlisted for the Bowel Cancer UK Gary Logue award, the charity's award for those who have gone above and beyond in their delivery of care.

Doreen has led the coloproctological nursing service at the hospital for the past 21 years, and has been at the heart of training and supporting nurses into specialist roles and introduced nurse-led clinics to support patients with colorectal cancers, providing them with the high quality personalised care they need.

During the coronavirus lockdown Doreen has ensured patients still received close contact and care during a doubly worrying time for them.

She has been described by colleagues as bringing 'a considered and thoughtful approach to leadership but equally a willingness to learn. Her honesty, friendly and considerate nature are qualities that make her a natural leader.'



**THE CURE PROJECT**  
CURING TOBACCO ADDICTION IN GREATER MANCHESTER

C  
U  
R  
E

Patients who smoke are now receiving improved new support with their tobacco addiction thanks to our new CURE team.

The new team is based in our Chest Clinic. Their job is to identify which of our patients are smokers, and are then on hand to offer support, advice, Nicotine Replacement Therapy (NRT) and other medications to help smokers with their addiction and to give up smoking wherever possible.

Supported by the Greater Manchester Health and Social Care Partnership and GM Cancer, CURE is now being introduced into hospitals across the region. Tobacco is the single greatest cause of preventable death, disability, illness and social inequality in the world. The aim of the project is to reduce smoking in Stockport by a third to 13% by the end of 2021, and to 5% by 2027. This will save hundreds of lives, as well as improving quality of life, with ex-smokers spending a lot less time in hospital.

# Changes in leadership

There has recently been a number of key changes in the Board at Stockport NHS Foundation Trust, as well as new appointments to our Council Of Governors.

Louise Robson has now left her role as Chief Executive of Stockport NHS Foundation Trust to take up a new post working across the North West, North East and Yorkshire.

Louise, who joined us in January 2019, is moving to become Chief Executive Lead for Provider Collaboration to support the development of NHS hospitals working together covering seven health and care networks in the North of England. Learning from this work will influence how “provider collaboratives” develop at pace across the country.

Karen James OBE, Chief Executive of Tameside and Glossop Integrated Care NHS Foundation Trust, will

provide leadership support to Stockport NHS Foundation Trust over the next 12 months after which this arrangement will be reviewed. Karen will retain Chief Executive responsibilities across both trusts, supported by their strong respective executive directors’ teams.



Louise Robson



Karen James OBE  
new Chief Executive

We have also appointed Nic Firth as our new Chief Nurse, and Andrew Loughney as our new Medical Director.

Nic Firth takes over from Bev Tabernacle, who was serving as Interim Chief Nurse. She joins us from the Oldham Care Organisation at Pennine Acute NHS Foundation Trust where she was director of Nursing since 2016. Nic has previously worked at Stepping Hill Hospital, it is both her local hospital and where she trained.

Andrew Loughney takes over from our previous Medical Directors Colin Wasson and Gill Burrows. He joins us from Liverpool Women’s NHS Foundation Trust, where he was both Deputy Chief Executive and Medical Director, a post

he has held for four years. Andrew’s focus is on clinical practice and the promotion of good governance.



Nic Firth,  
Chief Nurse



Andrew Loughney,  
Medical Director

Finally, we also welcome two new Non-Executive Directors, Mary Moore and Dr Louise Sell, and following recent elections and appointments, three new members of our Council of Governors; Prof Chris Summerton, Catherine Cecilia Grundy-Glew and Kaymo Jammeh.

We look forward to a good working relationship with all our new Board and Council of Governors members and wish those leaving well for the future.



Mandy Moore



Dr Louise Sell



Kaymo Jammeh,  
(Staff governor –  
1 year term)



Prof Chris Summerton,  
(Heatons & Victoria  
constituency -  
4 year term)



Catherine Cecilia  
Grundy-Glew  
(High Peak & Dales -  
1 year term)

# YOUR GOVERNORS

**Public - Outer Region (1 seat)**

**Prof Charles Galasko**  
gov-charles.galasko@stockport.nhs.uk

Covers Cheshire East, Manchester, Trafford, Salford, Oldham, Rochdale, Bury, Bolton, Wigan and those wards in High Peak not covered under the High Peak seats.

**High Peak & Dales and Tameside & Glossop (3 seats)**

**Lance Dowson**  
gov-lance.dowson@stockport.nhs.uk

**Lynne Woodward**  
gov-lynnewoodward@stockport.nhs.uk

**Catharine Cecilia Grundy-Glew**  
gov-catharine.grundy-glew@stockport.nhs.uk

Covers the following wards in High Peak: Barms, Blackbrook, Burbage, Buxton Central, Chapel East, Chapel West, Corbar, Cote Heath, Hayfield, Limestone Peak, New Mills East, New Mills West, Sett, Stone Bench, Temple and Whaley Bridge.

**Public - Heaton & Victoria (4 seats)**

**Chris Summerton**  
gov-chris.summerton@stockport.nhs.uk

**Tad Kondratowicz**  
gov-tad.kondratowicz@stockport.nhs.uk

**Vacancy** **Vacancy**

Heatons North, Heatons South, Davenport and Cale Green, Edgeley, Cheadle Heath, Manor.

**Public - Tame Valley & Werneth (4 seats)**

**Carlton Lyons**  
gov-carlton.lyons@stockport.nhs.uk

**Roy Greenwood**  
gov-roy.greenwood@stockport.nhs.uk

**Vacancy** **Vacancy**

Brinnington and Central, Reddish North, Reddish South, Bredbury and Woodley, Bredbury Green, Romiley.

**Public - Bramhall & Cheadle (4 seats)**

**Dr Robert Cryer**  
gov-robert.cryer@stockport.nhs.uk

**Michelle Slater**  
gov-michelle.slater@stockport.nhs.uk

**Toni Leden**  
gov-toni.leden@stockport.nhs.uk

**John Pantall**  
gov-john.pantall@stockport.nhs.uk

Bramhall North, Bramhall South, Cheadle Hulme South, Cheadle and Gatley, Cheadle Hulme North and Heald Green.

**Marple & Stepping Hill (4 seats)**

**Zahida Ikram**  
gov-zahida.ikram@stockport.nhs.uk

**David Rowlands**  
gov-david.rowlands@stockport.nhs.uk

**Julie Wragg**  
gov-julie.wragg@stockport.nhs.uk

**Richard King**  
gov-richard.king@stockport.nhs.uk

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