

NOVEMBER 2017



# CHIEF EXEC'S MONTHLY UPDATE

**CQC reports published: overall rating remains as 'requires improvement' but urgent services rated as 'inadequate'**

The Care Quality Commission (CQC) published its reports on 3<sup>rd</sup> October following their visits to our Trust earlier this year.

Our overall rating remains as 'requires improvement' (there are four possible ratings: outstanding, good, requires improvement or inadequate), but urgent services were rated as 'inadequate'.

	Safe	Effective	Caring	Responsive	Well-led	Overall
Urgent and emergency services	Inadequate	Requires improvement	Requires improvement	Requires improvement	Inadequate	Inadequate
Medical care	Inadequate	Requires improvement	Good	Requires improvement	Requires improvement	Requires improvement
Surgery	Good	Good	Good	Good	Good	Good
Critical care	Good	Good	Good	Requires improvement	Good	Good
Maternity and gynaecology	Requires improvement	Requires improvement	Good	Good	Requires improvement	Requires improvement
Services for children and young people	Requires improvement	Good	★ Outstanding	Good	Good	Good
End of life care	Good	Good	Good	Good	Good	Good
Outpatients and diagnostic imaging	Good	N/A	Good	Good	Good	Good
<b>Overall</b>	<b>Inadequate</b>	<b>Requires improvement</b>	<b>Good</b>	<b>Requires improvement</b>	<b>Requires improvement</b>	<b>Requires improvement</b>

	Safe	Effective	Caring	Responsive	Well-led	Overall
Community health services for adults	Requires improvement	Good	Good	Good	Requires improvement	Requires improvement
Community health services for children, young people and families	Good	★ Outstanding	Good	★ Outstanding	★ Outstanding	★ Outstanding
Community health inpatient services	Good	Good	Good	Good	Good	Good
Community End of Life Care services	Good	Good	Good	Good	Good	Good
<b>Overall Community</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>	<b>Good</b>

- FULL REPORT, MARCH 2017 - [http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAG7959.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAG7959.pdf)
- URGENT AND EMERGENCY SERVICES, MEDICAL CARE, MARCH 2017 - [http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAG7931.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAG7931.pdf)
- COMMUNITY HEALTH INPATIENT SERVICES REPORT – [http://www.cqc.org.uk/sites/default/files/new\\_reports/AAAG8308.pdf](http://www.cqc.org.uk/sites/default/files/new_reports/AAAG8308.pdf)

You can also read our media statement: [here](#)

### **CQC action plan:**

Good progress continues on the action plans, which are being managed within each business group. They are reporting into our CQC leadership group on a weekly basis.

## **Winter plan update: actions and preparations**

### **Winter plan actions**

A lot of work has gone into our winter plan to help us through the seasonal pressures. Actions include, more beds for respiratory patients, more pharmacists to help discharge patients, and less planned operations over the Christmas period to manage more emergency patients

We have seen improvements in the reduction of delayed transfers of care (DTOCs). We now need to focus on the medically optimised patients (MOATS), who are fit to leave hospital, but waiting for transfer home or to another care setting.

### **100% challenge work**

Our '100% challenge' from 11<sup>th</sup> to 13<sup>th</sup> October went well, and we achieved 100% performance on the A&E four hour wait target on Friday 13<sup>th</sup> October. This was about running patient flow through the hospital, in tandem with community and mental health services, as optimally as possible.

The '100% challenge' was supported by Greater Manchester Utilisation Management who praised our staff for being, "skilled, confident and strongly motivated about delivering good patient care".

## **Senior appointments: interim chief exec and new director of nursing & quality now with us**

### **Interim chief exec appointment in preparation for when Ann Barnes retires**

As you are aware, I announced my retirement as chief executive earlier this year and retire in December.

Helen Thomson has joined as interim chief exec to ensure a smooth hand-over, as it is essential that the momentum and strong leadership continues when I retire in two months.

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.

I will remain as the Accountable Officer until my retirement and Hugh Mullen will remain as deputy chief executive. We anticipate that the interviews for the chief exec post will be held in early 2018.

### **Alison Lynch, director of nursing and quality now with us**

Our new nursing director Alison Lynch started with us on Monday 23<sup>rd</sup> October. Many thanks again to Ruth Holt, our interim nursing director for her tremendous input and support over these last few months.

You can and read our press release about Alison's appointment: [here](#)

### **Caroline Griffiths, improvement director supporting our execs**

Caroline Griffiths is currently supporting our exec team on a part-time basis as Improvement Director. Caroline is employed as an Improvement Director by NHS Improvement (Medical Directorate).

### **Stockport Together: public consultation until 30<sup>th</sup> November**

A six week public listening period about the proposed changes to health and social care services in Stockport ran over June to July. You can read the press release: [here](#)

A public consultation is now taking place on these plans until the end of November. The consultation is being led by the Council and Stockport Clinical Commissioning Group (CCG) on behalf of the Stockport Together partner organisations.

It is a formal opportunity for organisations and individuals to share their views about the changes as outlined in the recent business cases.

As we are in the Stockport Together partnership, we have been part of the development of these plans from the very start. For more information about the consultation and to give your views go to:

[www.stockport-together.co.uk/consultation](http://www.stockport-together.co.uk/consultation). Alternatively, call 0161 426 5011 or email [STOCCG.stockport-together@nhs.net](mailto:STOCCG.stockport-together@nhs.net)

### **Performance for September: update on key areas of concern**

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

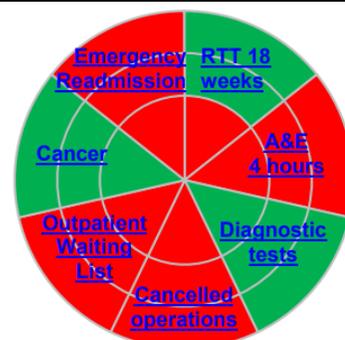
We achieved 79.9% for September, which is below our trajectory.

However, October is showing a 10% improvement, with over 90% on several days.

#### **REFERRAL TO TREATMENT** (*92% patients treated within 18 weeks of GP referral*):

We achieved 91.7% - the first time in 10 months that we have failed to meet the non-admitted target.

The main delays are with rheumatology, ophthalmology, ENT and oral surgery.



### **Financial update: £15 million cost improvement for 2017/18, doing well but must find more recurrent savings**

#### **Deficit (loss)**

Our annual budget is £303 million and we are planning a £27.4 million deficit for 2017/18 (ie: having to spend £27.4m more than our income over the year).

In first half of the financial year (April to September 2017) we made a £17 million loss (deficit). This is equal to a loss of £94,000 per day.

## Cost improvement programme (CIP)

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

At the end of September (half way through the year), we have achieved £8.5 million (56%) of the needed £15 million saving for this financial year. This is £2 million ahead of our plan, but only 33% is recurrent so far (ie: permanent year on year saving) and we will need to save a further £15m for 2018/19.

Improvements in our operating theatre productivity have resulted in £2.4m of total recurrent cost improvement programme.

## £200k secured from NHS Improvement for staff development and support: for medical and nurse leadership programmes, coaching, Schwartz rounds and 360° reviews

We have been successful in our bid to secure £200k from NHS Improvement bid for staff development and support.

The money will be used for medical, nurse and allied health professionals (AHPs) leadership programmes, coaching, Schwartz rounds (review group to ensure staff resilience) and 360° reviews for senior managers.

## New governors: new staff governor and two new public governors

Two new public governors have also been appointed for the Heatons & Victoria constituency - Catherine Barton and Tad Kondratowicz.

Caroline Mitchell, business development manager has been appointed as our new staff governor. We have four staff governors in total.

Information about all our governors is: [here](#)

## General news

### Progress on our corporate objectives for 2017/18

You can see a progress report on our corporate objectives for 2017/18. Just go to page 107 on the September board papers via this link: [here](#)

### New corporate brochure

Our corporate brochure is produced once a year and is used as an annual report summary (hence the focus on our last financial year 2016/17), additional recruitment material, VIP visits, and as general information for people who want to know about our Trust. You can view it: [here](#)

### Good news stories over this month:

You can read our 'good news' stories over this month by clicking on the links below:

- Bringing Starlight to children's hospital stay: [here](#)
- Guiding gifts: [here](#)

### Featuring in 'Crimes that Shook Britain' documentary about our response in the Manchester Arena Attack, 5<sup>th</sup> November

Two of our nurses will feature in a 'Crimes That Shook Britain' documentary about the Manchester Arena attack. The documentary will be broadcast on Sky's 'Crime And Investigation Network' on 5th November. It has been chosen as the first episode to start the new series.

## Events and visits

### EVENTS OVER THE LAST MONTH:

#### **Transfer Hub official opening, 28<sup>th</sup> September**

Andy Burnham, Greater Manchester Mayor officially opened the Transfer Hub. At the event he said, "This great facility is exactly what we want to see more of; health and social care services working together to promote people's independence and getting them home and safe as soon as they can."

You can read the press release and watch a short video clip from Andy Burnham about the new unit: [here](#)

#### **Annual Members Meeting, 12<sup>th</sup> October**

We held a successful annual members meeting with 100 public members attending. We covered our CQC report, winter pressures and future plans. We also had a clinical presentation on Stockport together from two GP leads (Viren Mehta and Jaweeda Idoo) and Gill Burrows, our deputy medical director.

You can see the slides and Q&A from the event discussion: [here](#)

#### **William Wragg MP visit - 13<sup>th</sup> October**

William Wragg, our local Hazel Grove MP visited our emergency department, ambulatory care unit – and also Ward E2 and our dementia café as he is interested in care for patients with dementia. You can read our press release: [here](#)

#### **Vince Cable, Lib Dem Leader visit – 21<sup>st</sup> October**

Vince Cable, leader of the Lib Dem Party visited our emergency department (ED), acute medical unit (AMU), surgical assessment unit (SAU) and short stay surgical unit/theatres – along with local Lib Dem councillors Lisa Smart and Mark Hunter. You can read our press release: [here](#)

### EVENTS OVER THE NEXT MONTH:

#### **Official opening of medical & surgical centre ('new D block building') by Duchess of Gloucester, 26<sup>th</sup> October**

The Duchess of Gloucester is officially opening our new medical and surgical centre. The new £20 million centre opened in October 2016 after two years of building work to seamlessly join the older part of our hospital. The three-storey building includes 121 beds and four operating theatres

#### **Health Talks for the public**

Our Health Talks which run every three months. More information is: [here](#).

## Awards and achievements

### **A: Two national awards for our staff's response to Manchester Arena attack**

#### **The Sun health heroes award**

We have been awarded a 'Special Recognition' Sun Health Heroes award for our response to the Manchester Arena Attack in May.

You can read the coverage in The Sun (3 stories): [here](#), [here](#), and [here](#)

You can watch The Sun video featuring three of our staff via this link: <https://youtu.be/GVzjlrmdyI4>

### **Woman of the Year award – Dr Vicky Wijeratne**

Junior doctor Vicky Wijeratne has been honoured at the national Woman of the Year Awards for helping to save lives following the Manchester Arena attack.

Vicky was at the Arianna Grande concert at the Manchester Arena in May when the attack happened. Along with her two friends, Vicky immediately used Arianna Grande t-shirts from street stall sellers, and jackets and tights from members of the public, to help stop people bleeding. In the foyer, they helped the severely injured people for 30 critical minutes until the paramedics arrived.

Vicky and her friends stayed to help treat and care for the victims until 3.00am, when the final people with the least severe injuries left by ambulance. They also reassured some very distressed and confused children and adults.

Camilla, Duchess of Cornwall presented an award to a group of women from across Greater Manchester's emergency and medical services for their work that night, which included Vicky. You can read about the award: [here](#)

### **B: Finalist for national 'Nursing in the Community' award**

Our community nurses have been shortlisted for the 'Nursing in the Community' category of the Nursing Times awards

### **C: Finalist for national 'Breastfeeding Champion of the Year' award**

Sarah McKie, midwifery ward manager is a finalist for a national MaMa 2018 Awards in the 'Breastfeeding Champion of the Year' category

### **D: Finalist for national inflammatory bowel disease nurse recognition awards**

Rachel Campbell, inflammatory bowel disease (IBD) nurse in gastroenterology is one of three finalists for a national IBD nurse recognition award

### **E: Finalist in two categories for regional research awards**

Our research team is a finalist for the 'Research Team of the Year' award of the Greater Manchester Clinical Research Awards.

### **F: Finalist for University of Manchester awards**

We have been shortlisted for the 'Mentor of the Year' category in the 'Recognising Excellence in Practice Awards' run by the University of Manchester

### **G: Runner up in national Hypoglycaemia Awareness Week Excellence Awards**

Our diabetes team was runner up in the national Hypoglycaemia Awareness Week Excellence Awards