

## An overview of our organisation

A smiling female nurse in blue scrubs stands in a hospital corridor with her arms crossed. The background is blurred, showing other staff and hospital equipment.

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



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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 a booked 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.

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.



**“We have a single, shared definition of high quality care: it is a safe, effective and positive patient experience.”**

PHARMACY

PHARMACIST

# Our organisation

We provide hospital care for children and adults across Stockport, the High Peak, and beyond, as well as community health services across Stockport.

We are the second largest employer in Stockport, with a highly-skilled, committed and dedicated workforce.

Our stroke and surgical services at Stepping Hill Hospital are highly rated nationally, and we run one of the largest orthopaedic departments in the country.

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; and one of only two orthopaedic departments delivering C-spine surgery (a form of specialist neck surgery)



We see  
**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 everyone who works for us, ensuring good care for others.



## 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 ambience, 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, 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. Stockport has a fabulous location, bridging the gap between Manchester and Cheshire.

Within easy reach there are picturesque destinations, including the most beautiful 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. Our hospital patients include people living in the High Peak area and beyond.



We also 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](http://www.stockport.nhs.uk)



# Stockport Together

**We are 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 the Stockport Together partnership, which is bringing together all health and social care organisations across the borough to redesign local services.

Stockport was chosen as one of 50 national Vanguard sites in 2015 to pilot new care models that will act as a blueprint for the way future care is delivered across England. We were also one of the first areas in the region to be given £19 million from the Greater Manchester transformation fund.

The Stockport Together partners are:

- Stockport NHS Foundation Trust
- NHS Stockport Clinical Commissioning Group
- Pennine Care NHS Foundation Trust (mental health services)
- Stockport Metropolitan Borough Council
- Viaduct Care (a federation representing all Stockport GPs)

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 will 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.



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

# The Stockport Together partnership is joining health and

**1 in 5 people in Stockport are aged 65+, so we need to change the way we do things**



To help people stay healthy and independent at home



To make sure they have better health and care



To try and balance the books



Additional national investment to transform health and social care services



## Benefits for the people of Stockport



Be independent at home for longer



Less A&E visits and emergency hospital admissions



Reduce average length of stay in hospital by **50%**



Services available over the weekend and longer hours



Fewer confusing transfers between different services and organisations



Named case manager who will co-ordinate all care so you'll only have to tell your story once



More care closer to home in local GP practices

Through Stockport Together we are making significant investment in...



GP practices



Bringing community health and social care services together

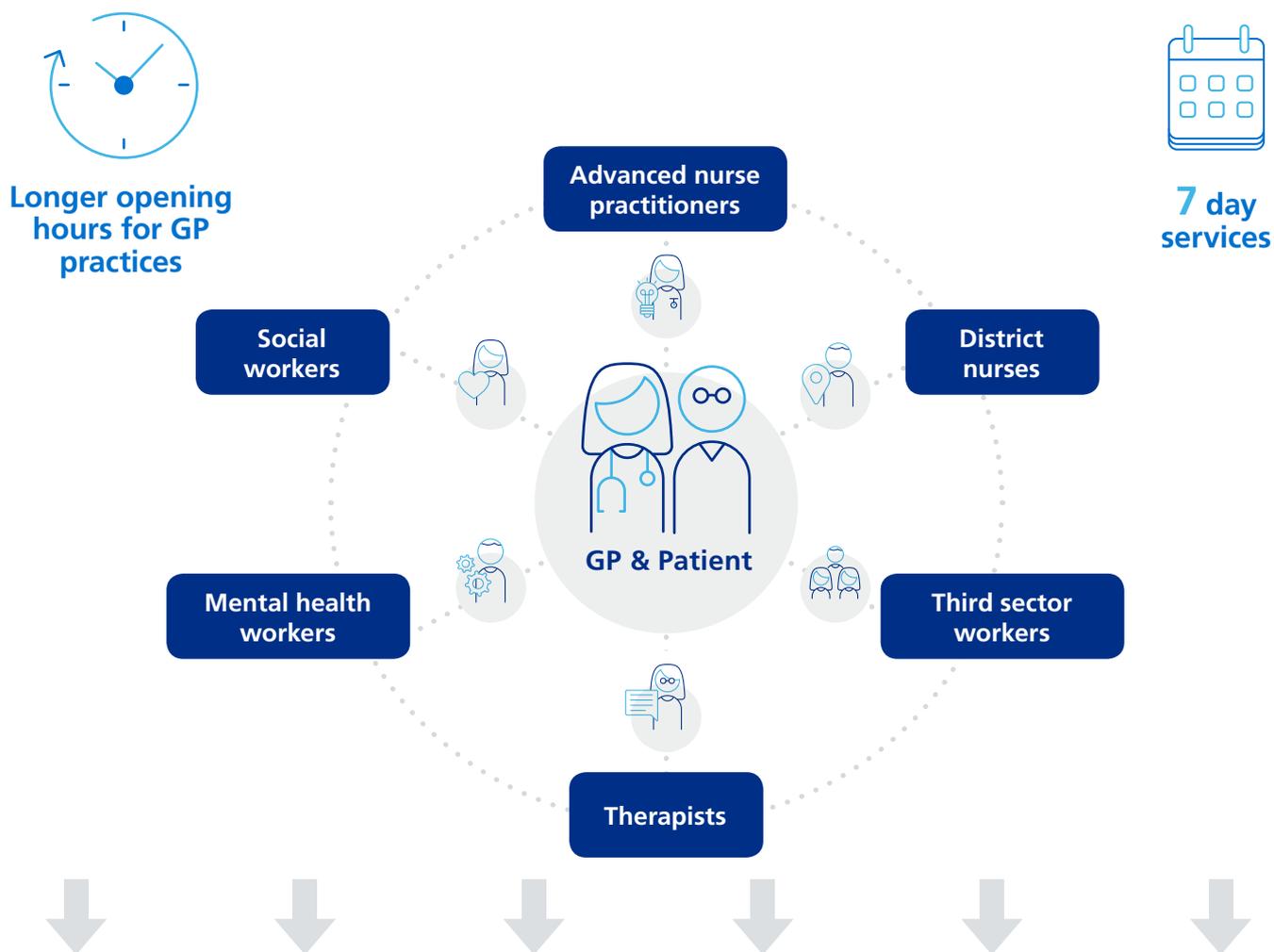


Training and developing staff to work differently

# social care services to improve outcomes for people:

## Enhanced care closer to home

Eight neighbourhood teams led by GPs, to identify and manage people most at risk, prevent crisis, and reduce hospital admission.



Supported by services delivered in the:



# Stockport Together Patient Groups

## Healthy

### Who's in this group?



- adults in the general population
- not in contact with health services
- no diagnosed conditions
- may have underlying conditions/risk factors
- may have unhealthy behaviours

### What's important to them?

- staying healthy
- avoiding developing a disease/condition
- convenient access to services when unwell
- maintaining independence, usual lifestyle and activities
- quality of life and social interaction

### Clinical and social outcomes



- ↑ physical activity
- ↓ avoidable acute admissions
- ↓ smoking
- ↓ obesity
- ↓ alcohol consumption

### Personal outcomes

- Independence
- Proactiveness and confidence in managing health
- Able to maintain usual lifestyle and activities, having a full life
- Time with friends and family, not being alone
- Well-informed
- Mental wellbeing
- Feeling supported and reassured
- Feeling safe and secure

## Long term conditions

### Who's in this group?



- people, often aged 65 years and over, with a long term condition
- may have stable/normal function managed by medication, treatment or therapy
- may have serious long term physical or learning disability
- may have progressive deteriorating conditions

### What's important to them?

- effective self-management
- preventing/limiting disease progression
- maintaining autonomy
- confidence to manage their condition
- avoiding exacerbations or complications
- avoiding developing more health conditions
- minimal disruption to life
- co-ordinated care in the most appropriate place

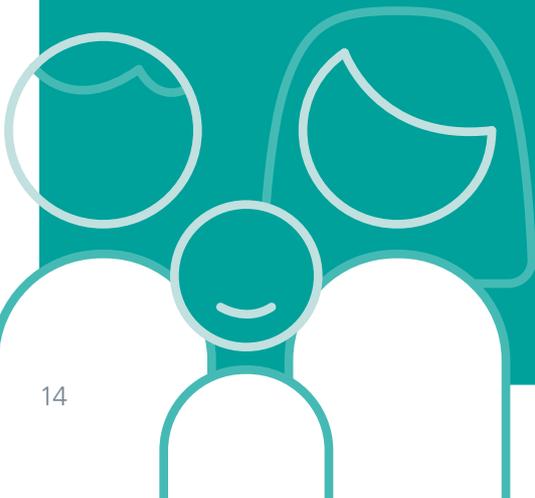
### Clinical and social outcomes



- ↑ cancers diagnosed at an early stage (stage 1 or 2)
- ↓ premature mortality in people with serious mental illness
- ↓ smoking
- ↓ obesity
- ↓ episodes of ill health requiring emergency admission
- ↓ days disrupted by care
- ↓ stroke in people with diabetes and/or circulatory conditions
- ↓ exacerbations requiring emergency admission in people

### Personal outcomes

- Independence
- Proactiveness and confident about managing health
- Able to maintain usual lifestyle and activities, having a full life
- Time with friends and family, not being alone
- Being in control, involved, listened to
- Well-informed
- Mental wellbeing
- Feeling supported and reassured



Stockport Together is creating new models of care to respond to the diverse needs of different groups within the local population. Below are the four main groups, together with some of the outcomes we are aiming for. We are working with local people and health and social care experts to continue to develop these outcome measures.

## Frailty and/or dementia

### Who's in this group?



- people aged 65 years and over. who are frail and/or have dementia
- likely to have comorbidities
- often vulnerable and dependent on others

### What's important to them?

- avoid disruption to life/time away from home
- independence
- prevention of falls or distress e.g. pressure ulcers
- stronger recovery following falls, fractures or admission
- timely diagnosis of dementia at an early stage
- quality of life and social interaction

### Clinical and social outcomes



- ↑ the proportion of days spent at home
- ↑ people back to previous level of mobility following a hip fracture
- ↓ pressure ulcers
- ↓ falls
- ↓ delirium
- ↓ emergency admissions for urinary tract infections (UTIs), constipation and incontinence
- ↓ people requiring repeat emergency care within 30 days of discharge

### Personal outcomes

- Independence
- Able to maintain usual lifestyle and activities, having a full life
- Time with friends and family, not being alone
- Being in control, involved, listened to
- Well-informed
- Improved mental wellbeing
- Dignity and respect
- Feeling supported and reassured
- Feeling safe and secure
- Reduction anxiety/depression
- Pain and symptom control
- Nutrition
- Disability/ functions of daily living

## End of life

### Who's in this group?



- people with a terminal illness or advanced progressive deterioration
- people identified to be in their last 6-12 months of life

### What's important to them?

- control over their care and place of death
- early conversations and planning
- support to live as actively and as well as possible
- dignity and respect
- psychological support to themselves and their family

### Clinical and social outcomes



- ↑ people dying at their preferred place
- ↓ the proportion of days disrupted by emergency care for people in their last days of life

### Personal outcomes

- Time with friends and family, not being alone
- Being in control, involved, listened to
- Well-informed
- Dignity and respect
- Feeling supported and reassured
- Anxiety/depression
- Pain and symptom control



# #PROUD2CARE

## Referral



Our hospital receives over 110,000 referrals a year.

## Diagnosis



We use our expertise to find out what care is needed, providing state-of-the-art diagnostics, including scanning, point of care testing and digital imaging. We run over 2 million diagnostic tests a year.

## Treatment & Care



We offer a range of hospital and community services, from surgery to district nursing; specialising in many areas. We have 50 wards and 18 operating theatres, and make over 230,000 district nursing visits a year.

## Ongoing support



We know care and treatment doesn't stop when a patient is discharged. Working within the Stockport Together partnership, we help to support patients and their families after treatment, aimed at keeping them independent, empowered and educated about their health.

## Research



We want to help develop new treatments which will go on to save further lives. As an associate teaching hospital, we participate in research and run trials with the valued help of our patient volunteers. We run over 50 research studies a year involving over 1000 patients, in areas including heart disease, gastroenterology, ear, nose and throat, cancer, stroke, surgery and children's health.



**“We aim to listen and be open, honest and transparent, working with our patients, the public and partners to deliver the best outcomes.”**

# Our patients

We want everyone to have the best possible experience. Our aim is to care for patients, not just treat them.



That means we also care about our patient environment, food, privacy and dignity, and do our best to reduce the risk of infection.

## 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 any chance of a patient coming to harm in our care.

## Patient feedback

We seek the views of our patients, their families and carers through regular surveys and feedback. 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. 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.

## Delivering clinical excellence and effectiveness

Our wide range of programs 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 see around 2000 patients at Stepping Hill Hospital who are living with dementia each year. We are working towards becoming a dementia-friendly organisation and have a specialist matron for dementia care to oversee improvements. The matron 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, 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 patient and how best to meet their needs.



# Our journey over the years

## 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



**1972**

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



## Our development

**1996**

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

**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

## Today

**2015**

We become one of four specialist centres in Greater Manchester for emergency and high risk abdominal surgery



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

# Our highlights of the

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

Our **state-of-the-art £20m medical and surgical centre** opened for patients. The new centre includes 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.



## New Developments

We put preparations in place for the **launch of our new electronic patient record**; set to be one of the most advanced systems in the country for safer, faster patient care.

A new **dementia café officially opened at our hospital**, with actor Richard Hawley from Coronation Street as our guest of honour. The dementia café was funded through generous donations.

We were rated as one of the **top seven places** in the country **for cancer care** by NHS England. The ranking was based on how quickly patients are diagnosed, the promptness of their treatment, one-year survival rates and the overall experience of the patient. The National Bowel Cancer Audit also confirmed our bowel cancer treatment as amongst the best in the country, with mortality rates well below the national average.



## National Excellence

Our stroke services received a strong seal of approval at both national and regional level. The Stroke Association ranked us as **fourth highest in the country** for receiving stroke assessments and brain scans in a swift and timely manner, and the Greater Manchester Stroke Operational Delivery Network gave our facilities the highest possible **'A' grade rating** in their assessment of care, staffing, support and facilities.

# year 2016/17

We were one of the **first hospitals** in the country to have musicians from the 'Music in Hospitals' charity perform in our intensive care unit. The charity uses the therapeutic power of music to improve the environment for patients.



## Innovations

Our speech and language therapists helped **develop a new treatment** to improve communication between children with severe autism and their families. The study was the first to show how symptoms of children with severe autism can be improved over the long-term, and received national and international interest.

We won several national awards for **innovation**. Our pre-operative anaemia team won a Nursing Times Award for their work preparing patients for operation without the need for blood transfusions.



## Award Winners

We won a **Student Nursing Times Award** in partnership with Stockport Council and Manchester Metropolitan University for our work training student nurses in public health. Also, two of our security guards won a **GoToJob Unsung Hero Award** for their work saving a woman's life who left our emergency department and tried to jump from a bridge.

# Our performance

Achieving key clinical and performance targets is a priority as the visible and measurable standard of our service.

Our Care Quality Commission (CQC) rating is 'requires improvement' and an action plan is in place.

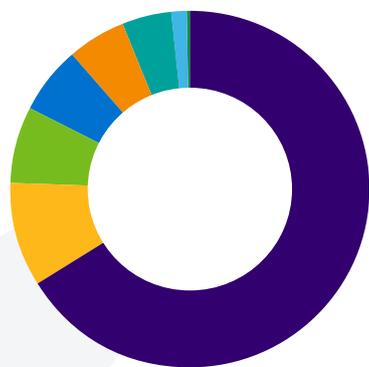
We always welcome assessments and inspections because they provide an important opportunity to keep on improving our services.

For more information on our performance visit [www.stockport.nhs.uk](http://www.stockport.nhs.uk)



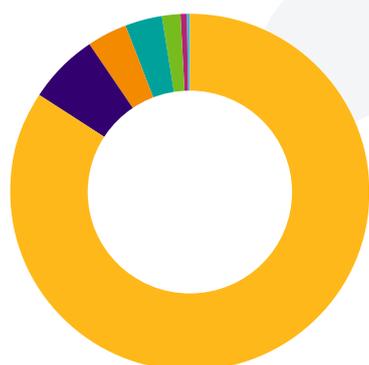
# Our finances

It is important that we spend our money in the most effective way for patients. With an annual income of **£303 million** we strive to be efficient and make every single penny count, with an ongoing cost improvement programme.



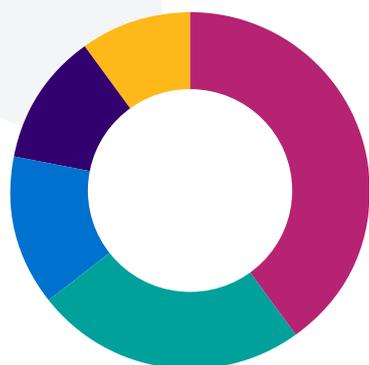
## Expenditure

● Staff salaries	<b>66.2%</b>
● Supplies and services	<b>9.5%</b>
● Administration costs	<b>6.9%</b>
● Drugs	<b>6.1%</b>
● Depreciation/finance costs/impairments	<b>5.3%</b>
● Hospital maintenance	<b>4.5%</b>
● Services from NHS bodies	<b>1.3%</b>
● Research and development	<b>0.1%</b>



## Income

● NHS organisations	<b>84.4%</b>
● Other operating income	<b>6.2%</b>
● Sustainability and Transformation Fund	<b>3.8%</b>
● Education, training & other grants	<b>3.2%</b>
● Stockport Pharmaceuticals and Regional Quality Control	<b>1.7%</b>
● Income generation	<b>0.6%</b>
● Private patients	<b>0.1%</b>



## Spend on Capital Assets

● Buildings completed	<b>40.1%</b>
● Equipment	<b>24.5%</b>
● Assets under construction	<b>13.7%</b>
● Electronic patient records (EPR)	<b>11.9%</b>
● Information technology	<b>9.9%</b>

# Our staff

**Our greatest asset is our skilled and committed staff. 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, but caring for patients also depends on other vital roles which are sometimes 'invisible'.

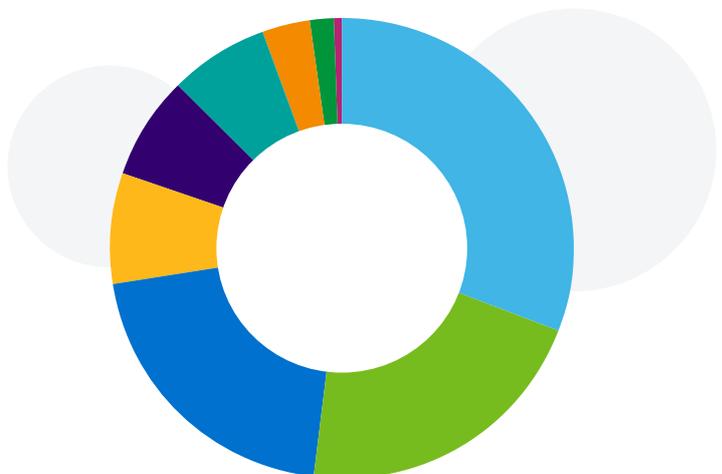
This includes administrative staff such as medical secretaries and maintenance staff. Without porters, patients could not be transported around the hospital; and without cleaners, we would not be able to maintain our standards for preventing infection.

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

Staff are engaged and involved in our decisions, recognised for their outstanding contribution and supported by staff cultural ambassadors and a health and wellbeing programme. Events for staff 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.

## Staff Group Numbers



● Nursing and midwifery registered	<b>31.07%</b>
● Additional clinical services	<b>21.12%</b>
● Administrative and clerical	<b>20.54%</b>
● Estates and ancillary	<b>7.64%</b>
● Allied health professionals	<b>7.24%</b>
● Medical and dental	<b>6.88%</b>
● Additional professional scientific and technical	<b>3.29%</b>
● Healthcare scientists	<b>1.93%</b>
● Students	<b>0.29%</b>



**“We want to take  
good care of  
our staff so that  
they can care of  
others.”**

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# Our membership

Since becoming a foundation trust in 2004, we have built up 12,000 public 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](http://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](http://www.stockport.nhs.uk)

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