

**Manchester Health and Wellbeing Board  
Report for Resolution**

**Report to:** Manchester Health and Wellbeing Board – 1 November 2017

**Subject:** North Manchester Care Quality Commission (CQC)  
Improvement Plan and Progress

**Report of:** Jude Adams Chief Officer: Northern Care Alliance NHS Group  
Professor Matthew Makin: Medical Director

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**Summary**

To present to the Board an outline of current progress and key risks, in relation to the Care Quality Commission Improvement Plan for North Manchester General Hospital (NMGH) and update the Board on the current inspection.

**Recommendations**

The Board is asked to note the progress against the Pennine Improvement Plan and the re-inspection process to date.

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**Board Priority(s) Addressed:**

<b>Health and Wellbeing Strategy priority</b>	<b>Summary of contribution to the strategy</b>
Getting the youngest people in our communities off to the best start	Improvements in reliability to Paediatric and Maternity Services at NMGH
Improving people's mental health and wellbeing	
Bringing people into employment and ensuring good work for all	Supporting reliable workforce provision at NMGH
Enabling people to keep well and live independently as they grow older	Strengthening of Urgent Care systems and development of Intermediate Care Services
Turning round the lives of troubled families as part of the Confident and Achieving Manchester programme	Strengthening of Urgent Care Systems
One health and care system – right care, right place, right time	Improved reliability of Provider Services at NMGH
Self-care	

**Lead board member:** Jim Potter

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**Background documents (available for public inspection):**

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report. Copies of the background documents are available up to 4 years after the date of the meeting. If you would like a copy please contact one of the contact officers above.

## 1. Introduction

- 1.1 There were 77 'Must Do's' and 146 'Should Do's' in the Pennine CQC report. An overarching improvement plan underpinned by a Quality Improvement Strategy was developed, six improvement themes and with circa 25 improvement projects were identified to be delivered. The delivery of the plan is overseen by an Improvement Board chaired by the Chief Officer of the Greater Manchester Health Social Care Partnership.
- 1.2 Significant progress has been made over the past 12 months with many improvements now complete or with ongoing monitoring of reliable delivery. Hospital flow projects remain rated 'amber' as these require constant management attention and focus to support the urgent care improvements.
- 1.3 Workforce elements of the plan remain either 'amber red' or 'red rated' despite some progress in staff recruitment to NMGH. Mitigating actions continue to be taken to ensure safe staffing standards are not breached. Nursing and midwifery numbers increased with September/October recruits and a corresponding decrease in temporary staffing is expected in November once staff are out of the preceptorship period.

## 2. CQC Re-Inspection

- 2.1 CQC re-inspection is now underway with Inspectors on site at North Manchester week commencing 16<sup>th</sup> of October. The CQC teams commenced their work across the Care Organisations with staff focus Groups which were attended by over 300 staff from across a range of groups. High level feedback has been received outlining the following:
  - **Improvement Plan** - Most of those who attended were aware the Trust had an improvement plan in place
  - **Staffing** - Staffing levels remained a big concern for many of the staff groups. Although, it was recognised that significant efforts had been put into the recruitment of new staff,
  - **Communication** - there were mixed views on communication. All staff were aware of the Thousand Voices engagement project and Team Talk events, and saw those as positive communication tools.
  - **IT** - was a significant concern for all those who attended the groups.
  - **Care Organisations** - There was a general feeling amongst the staff that attended that the move towards the care organisation model was a positive step.
- 2.2 The onsite inspection commenced on 17<sup>th</sup> October with teams present and based at Royal Oldham, North Manchester and Fairfield General Hospitals. In this first phase teams focussed on medicine, urgent care, maternity and paediatric services and to date no breaches of regulation have been

determined. It is expected that the team will continue to review these elements in the next phase in addition to critical care and surgical services.

- 2.3 Positive feedback has been given by the CQC regarding the welcome and engagement they have received from all staff across the Care Organisations.
- 2.4 It has been re-confirmed that due to the comprehensive nature of the re-inspection that this will change the ratings for the Trust once the final report is published.