



Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group

Date: Tuesday, 23 January 2024

Time: 2.00 pm

Venue: Council Antechamber, Level 2, Town Hall Extension

This is a **Supplementary Agenda** containing additional information about the business of the meeting that was not available when the agenda was published.

Access to the Council Antechamber

Public access to the Council Antechamber is on Level 2 of the Town Hall Extension, using the lift or stairs in the lobby of the Mount Street entrance to the Extension. That lobby can also be reached from the St. Peter's Square entrance and from Library Walk. **There is no public access from the Lloyd Street entrances of the Extension.**

Membership of the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group

Councillors - Green (Chair), Bayunu, Curley and Wilson

Supplementary Agenda

1. **GMMH Improvement Plan: People and Culture** 3 - 18
Report and presentation of the Greater Manchester Mental Health NHS Foundation Trust

This report and presentation provide a summary of progress in relation to Workstream 3 (People) and Workstream 4 (Culture) with a focus on Manchester services and people.

Further Information

For help, advice and information about this meeting please contact the Committee Officer:

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This supplementary agenda was issued on **Wednesday 17 January 2024** by the Governance and Scrutiny Support Unit, Manchester City Council, Level 2, Town Hall Extension , Manchester M60 2LA

Manchester City Council Report for Information

Report to: Greater Manchester Mental Health NHS Foundation Trust (GMMH):
Improvement Plan Task and Finish Group Subgroup – 23 January
2024

Subject: Update on GMMH Improvement Plans on People and Culture

Report of: Interim Associate Director of Operations, Associate Director of
Health Professionals and Quality and Associate Medical Director
Manchester Care Group

Summary

The presentation provides the HOSC Subgroup with an update regarding the progress to date on the GMMH Improvement programme and in particular the People and Culture workstreams of the plan. Where possible the presentation focuses on the improvements made in Manchester services impacting on Manchester people. (Please note some actions are trust wide and not specific to Manchester)

Recommendations

The Subgroup are asked to note progress by GMMH around the continued work of the Improvement Plan.

Wards Affected: All

<p>Environmental Impact Assessment - the impact of the issues addressed in this report on achieving the zero-carbon target for the city</p>
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<p>No Impact.</p>

<p>Equality, Diversity and Inclusion - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments</p>

<p>The GMMH Equality Impact assessment process is currently being reviewed as part of the Improvement Plan.</p>

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Background documents (available for public inspection):

Links to can be found here:

[Full CQC report](#) and [Community Mental Health Independent Clinical Review of Edenfield Centre: Dr David Fearnley Terms of Reference - Independent Review of GMMH](#)
[GMMH Improvement Plan Summary Booklet](#) (public document)
[GMMH Improvement Plan](#)
[GMMH board papers](#) where Improvement Plan updates can be found.

1.0 Introduction

The Manchester City Council Health Scrutiny Committee requested a series of subgroups be established with a focus on Manchester's mental health service provision and the local improvements made following the mobilisation of the GMMH Improvement Plan. The Subgroup requested assurance be provided on positive impact for the people of Manchester and an update on progress around the GMMH Improvement Plan.

2.0 Background

In late November 2022, GMMH was placed into Segment 4 of the NHS England Oversight Framework and joined the national Recovery Support Programme (RSP), in order to receive intensive support in high priority areas. At the same time, the Care Quality Commission (CQC) published a series of reports based on inspections of several GMMH services and suspended the Trust's well-led rating at Trust level.

The Trust's Improvement Plan was put in place in response to these measures and is working to make changes in the best interests of the individuals who use the Trust's services, their families and carers, and staff.

The project team overseeing the Improvement Plan is continuing to work with NHS England colleagues to deliver and support monitoring of progress against the Trust's agreed Exit Criteria.

3.0 Main issues

This report provides an update on the People and Culture workstreams within the Improvement Plan linked to the improvements currently being undertaken by the Trust.

GMMH are working to create a safe and supportive working environment for all staff (clinical and non-clinical). With their wellbeing and development of utmost importance. The People workstream is supporting the Trust to create open communication, to set a clear direction and enable our staff to play a vital part in improving both the service they work in and the Trust as a whole.

The Trust are working to become a collaborative, inclusive and compassionate organisation that actively engages with service users and carers, staff, the public and other stakeholders to build a more positive future.

4.0 Workstream Updates

The Subgroup can find the updates on the People and Culture workstreams for the Manchester Care Group in the slides attached.

5.0 Recommendations

The Subgroup is asked to note progress by GMMH around the continued work of the Improvement Plan and provide feedback to Manchester HOSC as appropriate.



Manchester Health Overview and Scrutiny Sub-Group

January 2024



In December 2023, the Manchester Health Overview and Scrutiny Sub-Group received an overview of progress in relation Workstream 1 Patient Safety and Workstream 2 Clinical and Professional Standards of the GMMH Improvement Plan.

This presentation provides a summary of progress in relation to Workstream 3 People and Workstream 4 Culture with a focus on Manchester services and people.

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Our people

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We will create a safe and supportive working environment for all staff. Of utmost importance will be their wellbeing and development. We will foster open communication, set clear direction and enable our staff to play a vital part in improving both the service they work in and the organisation as a whole.

Our culture

4

We want to be a collaborative, inclusive and compassionate organisation that actively engages with service users and carers, staff, the public and other stakeholders to build a more positive future.



- A lack of individualised patient care and weak service user voice
- Some of our service users and staff were afraid to speak up
- Poor levels of staffing and clinical supervision
- Poor behaviours and practices and a lack of care and compassion
- Weak leadership and management arrangements and a lack of personal, professional and group accountability

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- Staff were not up to date with their training and development requirements
- Many staff were not aware of our overarching strategy and how their work contributed to the delivery of it
- Discrimination on the grounds of protected characteristics
- More focus on operations at the expense clinical quality and safety
- Lack of visibility of senior managerial and clinical leaders resulting in the development of closed cultures

- GMMH was placed in the National Recovery Support Programme by NHS England in November 2022
- An Improvement Plan was developed with all system partners to address the issues identified and focus action in key areas
- NHS England subsequently commissioned an independent review, led by Professor Oliver Shanley, into the care at Edenfield and other areas of concern within the organisation
- Other areas for concern included Park House (mental health wards North Manchester) - Freedom to speak up, regarding allegations of racial discrimination

- *New Freedom to Speak Up Guardian and 31 Champions appointed – significant increase in referrals*
- Recruited additional 340 nurses (Inpatient and community) and 12 medical consultants
- Significant reduction in staff turnover – down by 4% since April 23
- International Nurse recruitment progressing with 30 arrivals and 62 in the pipeline with planned completion by March 2024
- Organisation-wide compassionate leadership development programme underway – 250+ leaders participated so far
- Visible senior leadership on wards and in the community
- Cultural diagnostic completed and finalising cultural development programme that builds on work so far



- *New service user and carer forum being launched in January*
- *New Patient Advisory and Liaison Service (PALS) established*
- *New Equality Diversity and Inclusion Committee launched*
- *Continuing to attract new investment and being recognised for good work*
- *Appointed new Chair and making other key Board appointments*



New Chair Tony Warne



CQC ratings: Manchester specific

- Community-based mental health services of adults of working age improvement in the Safe domain from **'Inadequate'** to **'Requires Improvement'**



People

- 50+ leaders from Manchester have completed the compassionate leadership programme
- Staff turnover in Manchester reduced from 16.7% to 12.3% since April 23 (equivalent of 64 staff) – improving trend since December 22
- Compliance with appraisal (74%), supervision (72%) and mandatory training (86%) all on improving trend
- 3 Quality Matrons and a Head of Nursing now in post in Manchester Inpatient services
- Pipeline of registered nurses being onboarded to March 24
- Targeted recruitment campaign rolling out for Manchester CMHTs
- Enhanced wellbeing offer for our people - includes access to 'better outcomes better lives'



Culture

- Equality Diversity and Inclusion (EDI) – Park House action plan responding to racial discrimination concerns
- Anti-racism statement published and pro-active EDI team support in Manchester services
- Monthly Manchester “Our Care Matters” service user and carer forum and bespoke Manchester 'Together Strategy' being implemented
- North View Service User and Carer Reference Group (bi-monthly) and collaborative conversations with user groups inc. CHARM on joint working
- Manchester Patient Advise and Liaison service commenced
- Positive increase in Freedom to Speak Up (FTSU) concerns in 2023 reflected within Manchester services
- Four FTSU Champions in place in the Manchester services

Section 75 joint assurance partnership meeting chaired by the Manchester DASS has been in place since March 2023 and incorporates four workstreams including **workforce**.

The purpose is to improve standards in each of the identified areas and improve service delivery to Manchester service users.

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- GMMH Head of Workforce Transformation and Planning leading a review of social care staffing
- Partnership workforce workshop held on 2nd November
- Actions and recommendations to be shared at the next partnership meeting scheduled 19th January
- Scoping out exercise completed for social work apprenticeships

- Shared targeted recruitment campaign in development aimed at social care professionals
- Alignment of staffing skill mix to combine experienced and newly qualified staff
- Completion of section 75 review of demand and capacity with GMMH and MCC principle social worker
- GMMH working towards boosting social work leadership



People and Culture - What we still have to do.....

- Further strengthen our **service user, carer and staff voice**
- **Recruit** to all existing **vacancies** and further reduce the number of leavers
- Roll out our **leadership development** programmes consistently across all Manchester services

- Further improve staff compliance **with clinical skills training**
- Implement our **transformation** of inpatient wards and CMHTs
- Deliver on our aims for our **social care** workforce with system partners

- Make **substantive appointments** to key roles within the Executive Team
- Build on the significant investment in **North View** to support attraction and retention of talent
- Target support on **staff wellbeing** to reduce further the sickness absence rate across Manchester services
- Roll out our inclusive cultures training across Manchester to support our aim to become an **anti-racist** organisation



Final thoughts...

Good work continues and is recognised:

Awards, accreditation and positive community work

- £105m North View new build at North Manchester recognised for service user engagement – Design in Mental Health Awards
- Community skills centre for 16-24 year olds not in education, employment or training open at North View site
- International Nurse – Quality Award
- Living Wage Foundation Accredited employer
- Catering team – Finalists NHS Chef of the Year 2023
- Dr Ross Dunns ‘brainHealth’ dementia research won an HSJ award in Autumn 2023
- The Mental Health Joint Response Vehicle (MHJRV) service – won the Collaboration Award at the Greater Manchester Health and Care Champion Awards



Peer Review

- Royal College of Psychiatrists Quality Network positive on a recent visit to Edenfield

Research

- Active research community with strong University of Manchester links
- £1.4m research capability funding secured recently to add to portfolio





Background Information



We provide inpatient and community-based mental health care to people living in Bolton, Manchester, Salford, Trafford, Wigan, Greater Manchester, the north west of England and beyond.

97,533 Service Users

6,690 Staff Members

Over 11,000 Foundation Trust Members

24 Elected Seats on our Council of Governors

Living Wage Foundation Employer

10 Specialist Research Units

Over 8,000 Students have used our Recovery Academy over the last 10 years

£522.7m Predicted total income for 23/24

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Our Services

-  **Highly specialist mental health**
(MH and deafness, perinatal mental health, Complex addictions, forensic CAHMS)
-  **Acute Mental Health Wards**
(Later Life, adult acute, PICU, CAMHS)
-  **Criminal Justice Support**
(Court diversion services, GMP training, in-reach into prisons and secure children's homes)
-  **Acute Hospital Linkages**
(Liaison Mental Health, RADAR, Section 136 suites, dementia training)
-  **More specialised Community-based**
(Talking Therapies, crisis care, Substance misuse services, Community CAHMS)
-  **Community and Primary Care**
(Shared care GP protocols, physical Health, links to housing, employment, education)
-  **Self-help and Community Resilience**
(Be well, Recovery Academy, social asset and wellbeing fund work)

1 - Patient Safety

Executive Sponsor:
Chief Nurse

- Safe Staffing
- HMP Wymott
- Reducing Restrictive Practices
- Medicines Management
- Sexual Safety
- Safeguarding
- Safe and Therapeutic Environments
- Infection Prevention and Control
- Privacy and Dignity
- Treating Tobacco Dependency
- Fire Safety
- Ligature Risk Management
- Care Planning
- Clinical Risk Assessment
- Matron Roles
- Community-Based Mental Health Services for Adults of Working Age
- Wards for Older People with Mental Health Problems
- Adult Forensic Services

2 - Clinical Strategy and Professional Standards

Executive Sponsor:
Medical Director

- AFS Models of Care.
- Clinical Strategy (NEW) inc Trauma Informed Care & Learning Disability and Autism
- Professional Standards
- Team Accreditation
- Reflective Practice and Post-Incident Debrief
- Research and Innovation
- Mental Health Act
- Physical Healthcare
- Clinical Audit

3 - People

Executive Sponsor:
Chief People Officer / Deputy CEO

- Staff Health and Wellbeing
- Staff Engagement and Partnership Working
- Developing Our Staff
- Visible and Compassionate Leadership
- Recruitment and Workforce Supply
- Induction and Onboarding

4 - Culture

Executive Sponsor:
Chief People Officer / Deputy CEO

- Culture: Empowerment and Equality
- Psychological Safety/Freedom to Speak Up
- Inclusive Cultures Programme
- Strengthening the Service User and Carer Voice

5 - Leadership and Governance

Executive Sponsor:
Chief People Officer / Deputy CEO

- Corporate Governance
- Board Visibility and Leadership
- Quality Governance
- Data Quality and Visibility
- Risk Management
- Incident Response and Learning

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