



Greater Manchester
Mental Health
NHS Foundation Trust

Improving Adult Mental Health Services in Manchester

Presentation to Manchester Health and Well-being Board
30th October 2019

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Improving Lives

Greater Manchester Mental Health NHS Foundation Trust

- Improving Access to Psychological Therapies (IAPT)
- Reducing Out of Area Placements for Adult Acute Patients
- Developing an Enhanced Community Mental Health Model
- Mental Health Liaison in Acute Hospitals
- Provision of a dedicated Section 136 Suite
- Rehabilitation Pathway and Housing and Mental Health Strategy
- Community Engagement and Manchester Wellbeing Fund
- Improving our environments
- Integrating with Manchester Local Care Organisation
- Greater Manchester Transformation Programme
- Update on CQC Well Led Inspection – July 2019



Improving access to psychological therapies (IAPT)

IAPT KPI Report January 2019

Recovery

Percent IAPT Recovery	Target	50%	34.6%
Percentage of clients Showing Reliable Improvement	Target	65%	59.2%

RTT On Entry

Proportion entering treatment who waited 6 weeks or less to first therapy - IN MONTH	Target	75%	26.4%
Proportion entering treatment who waited 18 weeks or less to first therapy - IN MONTH	Target	95%	91.2%

Prevalence (Year to Date)

Prevalence - Entering Therapy as a Percent of Monthly GMMH Target	Target	100%	64.0%
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IAPT KPI Report August 2019

Recovery

Percent IAPT Recovery	Target	50%	40.5%
Percentage of clients Showing Reliable Improvement	Target	65%	69.3%

RTT On Entry

Proportion entering treatment who waited 6 weeks or less to first therapy - IN MONTH	Target	75%	77.6%
Proportion entering treatment who waited 18 weeks or less to first therapy - IN MONTH	Target	95%	99.2%

Prevalence (Year to Date)

Prevalence - Entering Therapy as a Percent of Monthly GMMH Target	Target	100%	104%
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- Secured new sites in both North and South Manchester increasing access in modern therapeutic environments
- Successful delivery and engagement with the NESTA 100 project in South Manchester
- Pathway redesign significantly increasing referral rates by over 25% between Q4 2018 and Q3 2019
- Collaboration with 3rd sector to align all contributing partners (many with protected characteristics) within stepped care model
- Significant improvement in the timeliness of access for clients entering services in Q3 2019 with 75% of patients seen within 6 weeks and 95% within 18 weeks
- Recovery levels are starting to be sustained at the 41/42% level which has increasing from an average of 22% in early 2018
- Reliable improvement rate for clients currently being discharged is 65% complaint as at September 2019

Reducing Out of Area Placements for Adult Acute Patients

- Agreement of GM wide definition of an OAP with health commissioners and GMHSCP
- Bed bureau and flow and capacity teams established operating 24/7
- GM agreement and introduction of the application of the national Delayed Transfer of Care definition in collaboration with health and social care partners
- Additional beds opened to treat people closer to home (locally monitored OAPs)
- Development of innovative partnerships with the independent and voluntary, community and social enterprise sector
- Trust wide Housing Strategy developed with health and social care housing providers
- Introduction of Housing Adviser roles within inpatient units

Reducing Out of Area Placements for Adult Acute Patients

REPORTABLE OAP BEDNIGHTS - MANCHESTER



LOCALLY MONITORED OAP BEDNIGHTS - MANCHESTER



Developing an Enhanced Community Mental Health Model

- Alignment of the newly formed Community Mental Health Teams to the 12 neighbourhoods
- Commenced work on improving the interface between primary and secondary care systems including development of a Business Case for primary care mental health inclusion in High Impact Primary Care Teams (Case Management Service)
- Investment of £1m in the community estate, with CMHT, EI and HBT, provided locally and closer to home
- £350k investment in mobile working and flexible IM&T working solutions
- Additional clinicians embedded within teams to improve physical health outcomes
- Introduction of 24/7 Home Based Treatment options as a real alternative to hospital
- Work commenced on quality improvement programme to increase patient facing time
- Plans in place to introduce 7-day working from November 2019
- Continuing work with GP's to interface and engagement
- Introduction of 'Call Psych' a telephone advice and discussion service for referrers and GP's including direct immediate access to a local duty worker

Mental Health Liaison in Acute Hospitals

- Established integrated Liaison Mental Health Teams across three sites (MRI, NMGH, Wythenshawe)
- Introduced clinical leads and experts in each of the Urgent Care departments
- Implemented Phase 1 of the GM Transformation Programme establishing Core 24 compliant Liaison Mental Health Service at Central Manchester (MRI)
- Plans ongoing for delivery of Phase 2 of the GM Transformation Programme with planned investment to develop Liaison Mental Health Teams at Wythenshawe and North Manchester
- Delivered all age mental health services across Manchester

Provision of a dedicated Section 136 Suite



Opened a purpose built Section 136 suite with a capital investment of over £460k - activity from July 2018 to July 2019:

- **354** mental health assessment at S136 suite
- Team have assessed and diverted **114** admissions
- Saved **2090** hours (87 days) of police time
- **186** S136 assessments took place at A&E
- Of the 186 – **69** were appropriate for A&E and **117** could have been diverted to a second suite if available
- If the suite was not operational, A&E would have been used for **98%** of presentations

Rehabilitation Pathway and Housing and Mental Health Strategy

- Rehabilitation established as a specialist division within GMMH; with clinical and operational leadership to drive forward innovation
- Development of 8 'step-down' beds for people discharged from hospital in partnership with Home Group Housing Association
- City wide patient flow process introduced to improve bed management and patient flow
- Partnership developed with Northwards Housing Association to support city wide access to housing and facilitate moves into independent tenancies
- Launched Trust Housing and Mental Health Strategy in June 2019 recognising appropriate housing as a central part of an effective recovery pathway with key ambitions

Community Engagement



- Established No 93 wellbeing center as a key community resource agreed with the local community and community leaders
- Buzz Health and Wellbeing Service supporting a range of community projects such as 'Figure it Out' exhibition, gardening, arts activities, fitness groups and activities that challenge isolation and promote community cohesion
- Launch of the new Buzz Health and Wellbeing Service model planned for 13th December 2019
- The Trust Service User Engagement Strategy has been refreshed with input from service users in Manchester
- Manchester service users and carers are actively engaged in the GMMH Recovery Academy
- Strengthened our governance structures to include a role within our CAREhub for a person with lived experience
- In 2018/19, **1,197** service users and carers, including representatives from Manchester, were involved in meetings, away days, inspections, quality initiatives, recruiting staff, and delivering training

No.93, Health and Wellbeing Centre in North Manchester

Manchester Wellbeing Fund

Manchester Wellbeing Fund



Café 5 – Café Diagnosis Graduation

- The Manchester Wellbeing Fund was launched on World Mental Health Day in October 2017
- £1.5 million has been committed for the three-year fund and this funding is aligned with levels of need across the 12 neighbourhoods in Manchester
- The Fund has three main objectives:
 - to develop community support around people's mental health needs
 - to promote mental health and wellbeing
 - to challenge the stigma around mental illness
- To date we have funded **194** projects to the value of **£664,113**. These include projects with a focus on creative arts, mental health awareness, social connectivity, peer support, horticulture and healthy eating, and physical activity
- Objective is to ensure Service Users have access to all these projects

Investing in our environments



- Manchester's first ever Section 136 at Park House
- Roll-out of Paris in Manchester
- Refurbishment of Harpurhey Wellbeing Centre – No. 93
- Supporting the delivery of Trust Digital Strategy
- Enhanced Community Model – environmental improvements
- Award of 72.3m capital investment to replace Park House

Manchester Local Care Organisation



**Manchester Local
Care Organisation**

Leading local care, improving
lives in Manchester, with you

- Embedded within the MLCO at various levels
- GMMH representation on the MLCO Exec Board
- Nesta 100 Day Challenge - Specific test of change identifying quick access to IAPT services for 50+ males with low mood and a further 4 projects include mental health participation
- Senior Practitioner Lead for each Neighbourhood within the CMHT's
- Joint work has been undertaken around Physical Health on the Winning Hearts and Minds initiative in North Manchester
- Both GMMH and the LCO working together in facilitating Later Life discharges from medical wards with our acute partners within the MRI
- GMMH's buzz and Be Well North services link in with the LCO GP Health Development Coordinators

Greater Manchester Transformation Programme



in Greater Manchester

- **Development of 'Core 24' compliant Mental Health Liaison Services** in acute trusts
- Phased delivery of **Specialist Perinatal Community Mental Health Teams** for Greater Manchester
- **GM Student Mental Health Service**
- Delivery of improved services for homeless people and rough sleeps including a **homelessness trailblazer project**
- **GM Housing First** pilot with Great Places Housing
- Children and Young People and Adult **Crisis Pathways**

Update on CQC Well Led Inspection – July 2019

Trust CQC rating from last inspection - December 2017.

	Safe	Effective	Caring	Responsive	Well-led	Overall
Acute wards for adults of working age and psychiatric intensive care units	Requires improvement ↔ Feb 2018	Requires improvement ↓ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Requires improvement ↓ Feb 2018
Long-stay or rehabilitation mental health wards for working age adults	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018
Forensic inpatient or secure wards	Requires improvement Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016
Child and adolescent mental health wards	Requires improvement ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↑ Feb 2018	Good ↑ Feb 2018
Wards for older people with mental health problems	Good ↑ Feb 2018	Requires improvement ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↑ Feb 2018
Community-based mental health services for adults of working age	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016
Mental health crisis services and health-based places of safety	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016
Community-based mental health services for older people	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016	Good Jun 2016
Substance misuse services	Good Feb 2018	Good Feb 2018	Outstanding Feb 2018	Outstanding Feb 2018	Outstanding Feb 2018	Outstanding Feb 2018
Overall	Requires improvement ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Good ↔ Feb 2018	Outstanding ↑ Feb 2018	Good ↔ Feb 2018

Update on CQC Well Led Inspection – July 2019 Summary of Initial feedback

- Leadership:**
- Trust Board / Council of Governors are actively involved in the right issues with understanding of challenges
 - Experienced leadership team with the skills, abilities, and commitment to provide high-quality services
 - Senior leaders are visible across the trust and feed back challenges to the board
- Vision and Strategy:**
- Clear vision and values embedded within the organisation with understanding of how it will fit with Greater Manchester Strategy
 - Trust strategy is underpinned by a culture that is patient centered
- Culture:**
- A positive culture that is very well embedded
 - High in reporting / low in concerns
- Governance:**
- Strong governance structure for overseeing performance, quality and risk with clear ownership across the organisation
- Risk and Performance:**
- Considered in the right places and escalated appropriately
 - Clear links between the electronic risk and clinical record systems
- Engagement:**
- Very positive feedback from all stakeholders
 - Regular inclusion and communication with patients, staff, the public, and local organisations
 - Evidence of collaborative work with external partners, such as involvement with sustainability and transformation plans
- Continuous Improvement:**
- Commitment to improving services by learning from when things go well and when they go wrong, promoting training, research and innovation
 - Continue to spread the word, challenge to ourselves – tell more people how good we are

Questions and Discussion

