



**Greater Manchester
Mental Health**
NHS Foundation Trust

Manchester Health Overview and Scrutiny Committee Sub-Group

Workstream 5 update

20 February 2024



In response to care failings identified by BBC Panorama, CQC, the coroner and other reviews, GMMH developed an improvement plan to address the issues and concerns raised.

There are 5 workstreams within our improvement plan (see background information appended).

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.

In January 2024, the Manchester Health Overview and Scrutiny Sub-Group received an overview of progress in relation **Workstream 3** People and **Workstream 4** Culture of the GMMH Improvement Plan.

This presentation provides a summary of progress in relation to **Workstream 5** Leadership and Governance, with a focus on Manchester services and people.

How we lead and govern our organisation

5

We want our service users, carers, staff, and the public to have confidence in our leadership and the structure and processes we have in place to help us achieve our goals. We will promote and share learning and be able to evidence delivery of all our fundamental standards of care.



What we have been working to improve - governance



- Strengthen our corporate and clinical governance to improve the line of sight from our frontline services to our Board so that we are better able to assess how our services are performing
- Improve the accuracy, range and accessibility of the information we collect to help us manage our services effectively and to inform the decisions we make
- Ensure we fully consider the likely impact of any decisions we are going to make to minimise any adverse impact on quality and equality
- Ensure our meetings run effectively and have a clear purpose
- To implement systems and processes to enable early detection of when things are not going well, so that remedial action is taken in a timely way and that we can identify and share any learning
- To determine the best configuration of our services for optimum performance
- To implement a new approach to risk and incident management

What we have been working to improve - leadership

- To ensure our leaders remain more visible within our organisation so that they can see for themselves how our services are performing and so that they are more accessible to our staff and service users
- Refresh our strategy to ensure there is clarity about our strategic direction which our staff, service users, their carers and our other stakeholders can engage with and help us to achieve
- To refresh our Board Assurance Framework so that we better understand the key risks to us achieving our strategic priorities
- To develop our current leaders and our emerging talent
- To ensure our staff can access the training and support they need to perform their duties to the best of their abilities
- To ensure our staff are appropriately supervised and have regular performance appraisals to provide feedback on their performance and identify any additional learning, development and support needs



Leadership and Governance - Organisation-wide improvements

- Appointed a new Chair and making other key Board appointments
- Board Development Programme underway to improve Board effectiveness
- Reviewed the Board Committee structure and introduced a new Equality Diversity and Inclusion Committee and Finance and Performance Committee to strengthen the line of sight from frontline services to our Board
- Redesigned our Board Assurance Framework
- Introduced a fifth Care Group to strengthen the management of our services
- Increased visibility of our senior leaders and Board members through a programme of regular service visits



New Chair Tony Warne



Senior Leader service visits

- Working in collaboration with the NHSE Making Data Count team, introduced a new Board Performance Report to improve visibility of how our services are performing
- New Committee data packs in development to mirror Board Performance Report, with divisional level analysis across quality, safety, people, operational and financial performance measures
- Performance Management Framework redesigned to promote the use of information, improve visibility of performance, assessment of performance and inform decision making
- Renewed focus on improving data quality to further improve the accuracy and reliability of the information we collect



CQC ratings: Manchester specific

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



Leadership

- 27 staff have completed or enrolled in the compassionate Leadership Programme, which will be offered to all managers
- Review of leadership structures underway
- Individual roles and responsibilities being reviewed and confirmed
- Renewed focus on multidisciplinary working
- Leadership development plan is being developed to support our leaders to be the best they can be
- Senior quality walk arounds in place supported by the Associate Director of Nursing & Quality and Head of Nursing and 'meet the care group sessions' scheduled



Governance

- All meetings aligned to the approved governance structure
- Weekly divisional patient safety panels (PSPs) in place supporting completion of actions, incidents and patient safety investigations
- Care group PSP in place which receives reports from the Divisional PSPs and reports directly to our serious incident panel
- Quality Matrons and Head of Nursing recruited to inpatient services to support improving standards of care
- New governance structure introduced operating across all four Divisions within Manchester

Leadership and Governance - What we still have to do.....

- Embed our Board Assurance Framework
- Roll out of Board development programme and undertake an evaluation
- Complete a Committee effectiveness review
- Refine our Board service visit protocol

- Appoint to remaining Board positions
- Fully implement the new quality governance system
- Develop and implement a revised risk management framework
- Complete transition to the nationally-mandated incident response framework

- Complete redevelopment of data packs for Care Groups in line with Board and Committee reporting
- Embed Performance Management Framework following launch in March 2024



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Background Information

- ↑ Birch Ward
- ↑ Maple House
- ← Conference Room 2



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

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

Awards and Recognition

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

08/02/2024

