

**Manchester City Council  
Report for Resolution**

**Report to:** Health Scrutiny Committee – 6 March 2024

**Subject:** Final Report and Recommendations of the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group

**Report of:** The Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group

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**Summary**

This report presents the findings of the detailed investigation undertaken by the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group.

**Recommendations**

To note the findings of the Task and Finish Group and endorse the recommendations as set out in section 8.0 the report.

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**Wards Affected:** All

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**Contact Officers:**

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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 the contact officer above.

Copies of the reports and meeting minutes for this Task and Finish Group are available via the Council's website:

<https://democracy.manchester.gov.uk/ieListMeetings.aspx?CIId=401&Year=0>

## **1.0 Introduction**

- 1.1 Greater Manchester Mental Health NHS Foundation Trust (GMMH) is one of the largest specialist mental health providers in the country, providing inpatient and community-based mental health care for people living in Bolton, the city of Manchester, Salford, Trafford and Wigan, and a wide range of specialist mental health and addiction services across Greater Manchester and beyond.
- 1.2 Like many who watched the BBC Panorama programme that aired 28 September 2022 concerning the Edenfield Centre, Councillors were shocked at the content. In response to these serious allegations of neglect and abuse, the Health Scrutiny Committee had summonsed the Deputy Chief Executive, GMMH to address the October 2022 meeting (see minute reference HSC/22/41).
- 1.3 Following the October 2022 meeting, the Health Scrutiny Committee resolved to dedicate it's meeting of 24 May 2023 to hear again from GMMH with the intention being to seek an assurance that the required improvements were being made (see minute reference HSC/23/24).
- 1.4 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.
- 1.5 NHS England segmentation decisions indicate the scale and general nature of support needs, from no specific support needs (segment 1) to a requirement for mandated intensive support (Segment 4).
- 1.6 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.
- 1.7 At the meeting of 24 May 2023 Members learnt of the GMMH Improvement Plan that had been instigated and the five areas for priority focus that had been identified. The conclusion of this meeting was that Members recommended and agreed to establish a subgroup to consider the Improvement Plan in further detail.

## **2.0 Membership**

- 2.1 The membership of the Task and Finish Group was approved by the Health Scrutiny Committee at their meeting of 19 July 2023 as Councillors Bayunu, Curley, Green (Chair) and Wilson.

## **3.0 Objectives**

- 3.1 The objectives and key lines of enquiry were agreed by the Health Scrutiny Committee at their meeting of 19 July 2023. The full terms of reference are attached as an Appendix to this report. The agreed objectives were:

1. To review progress against the five key workstreams of the Greater Manchester Mental Health NHS Foundation Trust Improvement Plan:
  - Patient Safety
  - Clinical Strategy and Professional Standards
  - Empowered and Thriving Workforce
  - An Open, Listening Organisation
  - A Well Governed and Well Led Trust.
2. To seek an assurance that the required improvements are implemented.

#### **4.0 Key Lines of Enquiry**

- 4.1 The Group agreed the following Key Lines of Enquiry to undertake their review:
  1. To consider the strategies and planned work related to each of the five key work streams of the Improvement Plan.
  2. To consider the measurement and reporting of progress / improvements.
  3. The Subgroup will consider evidence from the Trust and any other witnesses as the Subgroup deem appropriate.

#### **5.0 Evidence Gathering Process**

- 5.1 The Group held three meetings to consider evidence. The themes of the three meetings were structured around the five workstreams of the Trusts Improvement Plan. The full detail of what the Group considered at each meeting can be found in the work programme, attached as Appendix 2 to this report.

#### **6.0 Formal Meetings and Themes**

- 6.1 Meeting 1 – Tuesday 19 December 2023
  - 6.1.1 Theme: GMMH Improvement Plan: Patient Safety, Clinical Strategy and Professional Standards (Workstreams 1 and 2)
  - 6.1.2 At this meeting the Group discussed a number of areas of activity, including the process of ligature audits that were undertaken across the in-patient sites in accordance with published Care Quality Commission national guidance. The issue of staff recruitment and retention was discussed, recognising the importance of this to raise and maintain the highest standards of patient safety and care. The Group also learned of the NHS England Recovery Support Programme and the NHS Oversight Framework to support the ongoing delivery of the Improvement Plan.
- 6.2 Meeting 2 - Tuesday 23 January 2024

6.2.1 Theme: GMMH Improvement Plan: People and Culture (Workstreams 3 and 4)

6.2.2 At this meeting the Group discussed several key areas of activity, including the issue of staff recruitment and retention again, reiterating the importance of staff having the correct values; the role of the Board with particular reference to the role of non-Executive Board Members and how they interacted with teams, staff and service users; and how the voice of service users and carers was captured and responded to. Throughout the discussion and questioning the Group were seeking to obtain an assurance that all patients were treated with dignity at all times and protected from the cruel practices that had been witnessed in the Panorama programme.

6.3 Meeting 3 - Tuesday 20 February 2024

6.3.1 Theme: GMMH Improvement Plan: Governance and Leadership (Workstream 5)

6.3.2 At this meeting the Group discussed a number of areas of activity, including the importance of leadership visibility and meaningful engagement with both staff and service users and how this contributed to cultural improvements across the Trust. Throughout the discussion and questioning the Group were seeking to obtain an assurance that patient safety underpinned all actions described. The Group also heard of the approach being taken to appoint the correct candidate to the role of Chief Executive at GMMH.

## **7.0 Agreement of Final Report and Recommendations**

7.1 The Task and Finish Group were invited to consider the final report that presented the findings of the investigation undertaken by the Group. The report was circulated electronically to all Members, who were invited to consider the content of the report and the recommendations.

7.2 The final report, which would contain any amendments agreed by the Group would then be submitted to the next scheduled meeting of Health Scrutiny Committee. The Health Scrutiny Committee would be asked to endorse the recommendations contained within section 8.0 of this report.

## **8.0 Conclusions and Recommendations**

8.1 Following careful consideration of all the evidence presented throughout the course of this investigation the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group agreed the following recommendations:

### Recommendation 1

The Health Scrutiny Committee shall continue to be involved in reviewing the implementation and outcomes of the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan.

#### Recommendation 2

The Group recommend that a meeting of the Health Scrutiny Committee in the new municipal year be dedicated to hearing from a range of different service users and patient groups who would be invited to share their experience of the impact of the Trusts Improvement Plan.

#### Recommendation 3

The Health Scrutiny Committee to consider a report that provides an update on the implementation of the Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan in the Autumn of 2024. The new Chief Executive and Board Chair to attend this meeting when scheduled.

#### Recommendation 4

The Group encourages the incoming Chief Executive Officer to undertake walkarounds and engage with frontline staff, including staff in the Community Mental Health Teams as soon as is practically possible following their appointment.

#### Recommendation 5

The Group encourages the Trust to undertake a rigorous peer review once the new Chief Executive is appointed.

## **9.0 Acknowledgements**

- 9.1 The Greater Manchester Mental Health NHS Foundation Trust: Improvement Plan Task and Finish Group would like to thank the following people for their advice and support during this investigation.

Councillor T. Robinson, Executive Member for Healthy Manchester and Adult Social Care

Bernadette Enright, Executive Director of Adult Social Services, Adult Social Care

Jan Ditheridge, Chief Executive, Greater Manchester Mental Health NHS Foundation Trust

Andrew Maloney, Deputy Chief Executive and Chief People Officer, Greater Manchester Mental Health NHS Foundation Trust

Sian Wimbury, Deputy Chief Operating Officer, Greater Manchester Mental Health NHS Foundation Trust

John Foley, Chief Operating Officer, Greater Manchester Mental Health NHS Foundation Trust

Bridget Hughes, Associate Director of Operations, Greater Manchester Mental Health NHS Foundation Trust

Sarah Williamson, Associate Director of Nursing and Quality, Greater Manchester Mental Health NHS Foundation Trust

Paul Lewis-Grundy, Associate Director of Corporate Governance, Greater Manchester Mental Health NHS Foundation Trust

Dr Nishan Bhandary, Associate Medical Director - Manchester Care Group, Greater Manchester Mental Health NHS Foundation Trust