



**Greater Manchester
Mental Health**
NHS Foundation Trust

GMMH Improvement Programme Update

Trafford Health Scrutiny Committee
11 September 2024



Programme

Key Focus...

Improving patient safety

1

We will focus on getting things right first time and reducing the likelihood of things going wrong. We aim to protect all our service users from avoidable harm and create the conditions and environment in which our staff can deliver care safely, effectively and compassionately.

Developing our clinical and care strategy and raising professional standards

2

We aim to provide care, treatment and support that meets the needs of our service users and achieves positive outcomes. We will set out our strategic direction for clinical and care services and set clear professional standards for ourselves, that are shaped by our service users and clinicians based on best practice and evidence.

Our people

3

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 Trust 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.

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.

Our strategic priorities for 2024/25 are:

1. Recovery

Specific actions to address poor quality and safety of services:

- Improvement Plan priorities
- CQC actions
- Segment 4 actions

2. Governance

Ensure fit for purpose governance framework to support recovery and oversight of safe high-quality services:

- Present governance structure to support recovery focus
- Future governance approach

3. Aspiration and strategy

Stabilise and build aspirations for the future:

- Fit for purpose future service provision
- Integrated approaches, working in partnership
- Deliver key programmes
- Develop future strategy

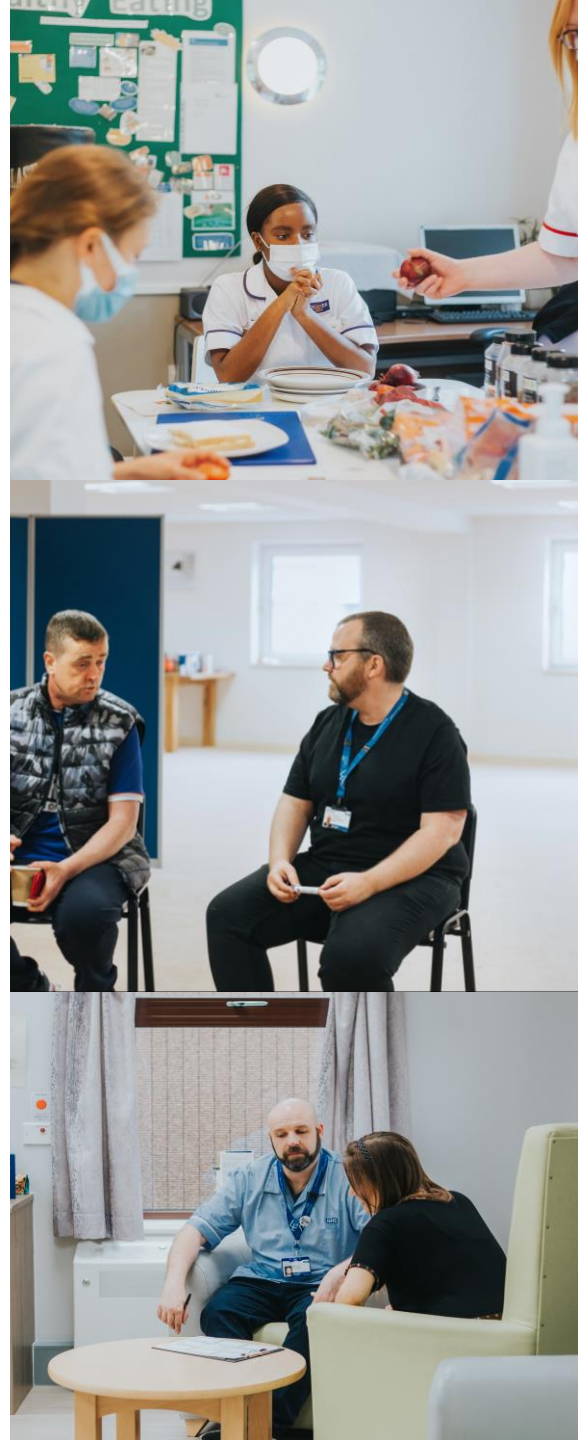
Key Updates



Key Messages

- + Board stability and strengthened line of sight.
- + Priorities: Recovery, Governance and Aspirations/Strategic Vision.
- + Safer Staffing Review completed, and additional investment secured, with ICB funding devolved to Care Groups and ward allocations agreed.
- + Continued good progress to address Independent Review findings.
- + Plans for reopening Adult Forensic Services to admissions at an advanced stage; funding discussions ongoing.
- Adverse variance to financial run rate at 30 June 2024; mitigation options and recovery plans in progress to support in-year plan delivery.
- Recovery Support Programme funding secured with approved delivery plan (£0.7m), including resource to support the Trust's efficiency plan (commencing 31 July 2024).

28/08/2024



Risks

Our key risks remain:

- + Patient safety
- + Workforce capacity and capability
- + Financial challenges (Revenue and Capital)
- + Coordinating external scrutiny

Opportunities

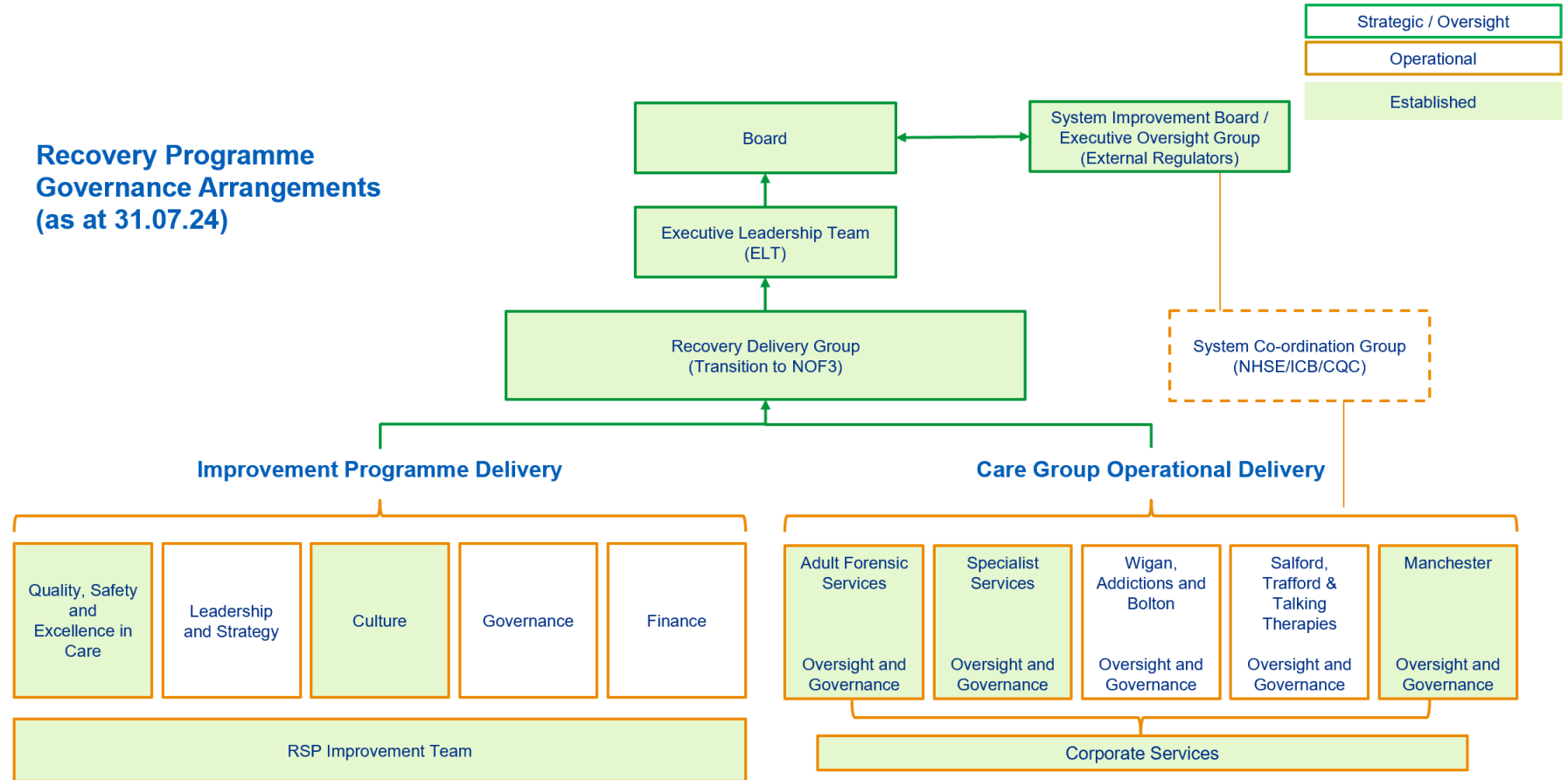
- + Collaboration at scale to improve MH services, working with other NHS Providers and Local Government

Strategic Priority 1: Recovery

Recovery is our number one strategic priority, and we have taken the opportunity to refresh our governance arrangements to facilitate a particular focus on meeting the exit criteria for the Recovery Support Programme Exit Criteria. These governance arrangements will remain in place until such time as the Exit Criteria have been met.

- Our Board approved the revised governance arrangements in July 2024.
- The Recovery Delivery Group that oversees progress met for the first time in August 2024.
- The Recovery Delivery Group will report to the Executive Leadership Team in the short term and provide assurance to the Board.
- From Quarter 1 2025/26, the Recovery Delivery Group will report into the Integrated Performance Board (see slide 7).

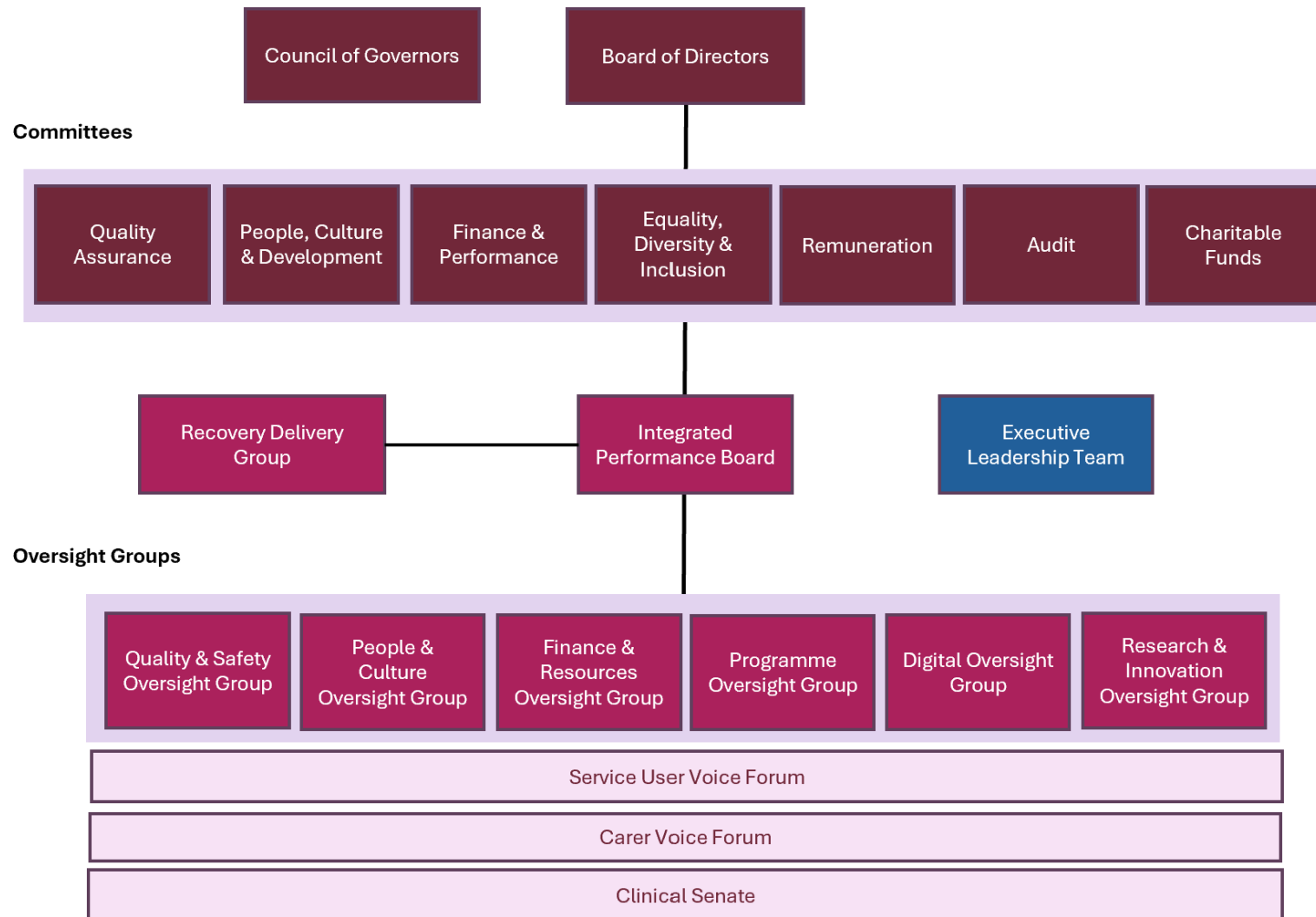
Recovery Programme Governance Arrangements (as at 31.07.24)



Strategic Priority 2: Governance (2025/26)



We are currently designing our new governance arrangements with a plan to embed by FY 25/26 (Q1).



Strategic Priority 3: Aspiration/Strategic Vision (2025/26)

Strategy

- + Preparatory Work is underway to develop our:
 - + New Trust Strategy and
 - + Clinical and Care Strategy by March 2025.
- + We are developing an enabling strategies framework.

Transformation

- + Delivery of transformational programmes of work:
 - + Community Mental Health Transformation.
 - + Inpatient Transformation.
 - + Crisis and Urgent Care.
 - + Adult Forensic Service.
 - + North View Service.
- + Working with NHS Providers and other Strategic Partners to reduce health inequalities, utilise resources and targeting need.



Improvement Plan Update

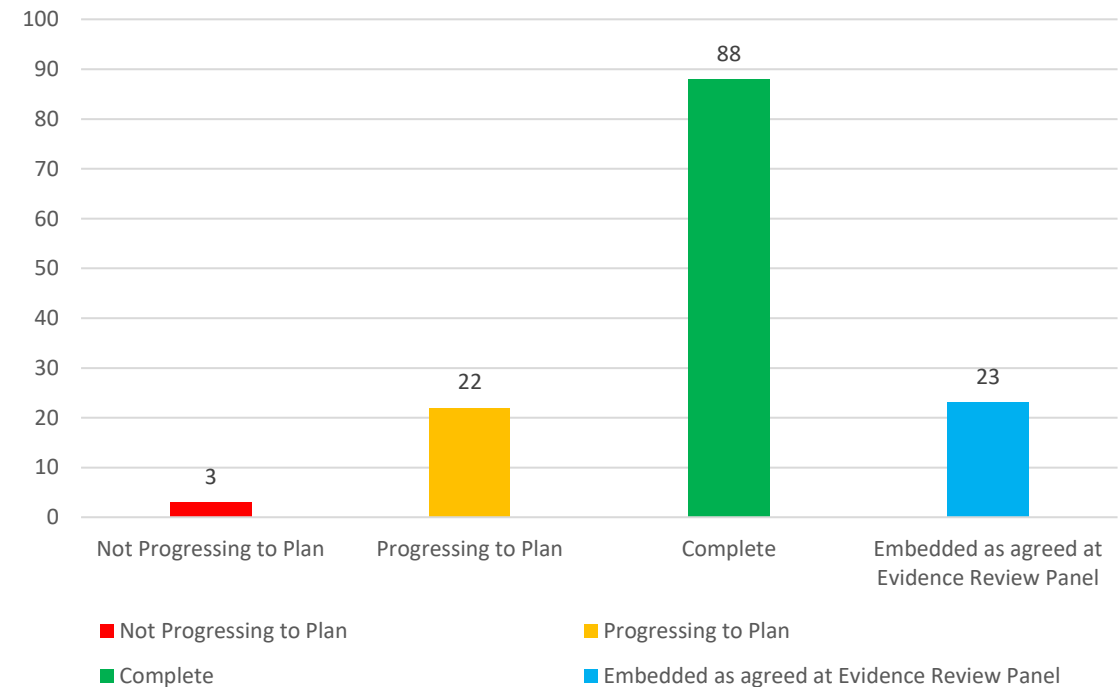


July 2024 Improvement Programme Summary Overview

There is continued progress against the 136 deliverables within the GMMH Improvement Plan and as of the 16 July 2024 the status is:

- 23 deliverables closed as deemed embedded and sustainable by the Evidence Review Panel.
- 88 deliverables complete and risks mitigated, awaiting presentation to the Evidence Review Panel.
- 22 deliverables progressing to plan
- 3 deliverables not progressing to plan, with risk mitigation oversight via the Improvement Steering Group and Board of Directors

Improvement Plan Deliverable Status



Trust Key Achievements



Greater Manchester
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Established system for escalation of safe staffing issues



National Standards for healthcare cleanliness implemented



Refreshed Mental Health Act systems processes in place to ensure patients are aware of their rights



Focus on safer staffing and all wards have completed the initial Mental health optimal staffing tool (MHOST)



Focus on recruiting to vacancies within Community Mental Health Teams (CMHTs)



Clinical Senate launched to strengthen the clinical voice



Strengthening clinical leadership and supervision and 10 new senior nursing leadership posts recruited.



£3.5m invested in removing ligatures and 100% ligature audits complete



Improved uptake of clinical skills training



Focus on smoking cessation and new treating tobacco dependency advisors in post in each division



New Observations Policy and audit tool developed and introduced to ensure patients are appropriately observed and kept safe



Greater reflective practice and learning from when things don't go well - for example Post Incident Debrief and Swartz round additional facilitators trained.



Revised clinical risk assessment tool developed



New observation App being mobilised to help keep our patient safe.



Revised and implemented the Seclusion and Long-Term Segregation Policy



Implemented our new incident and risk management system



Substantive appointments to key roles within the Executive Team



Safeguarding Adults at Risk Policy has been revised and relaunched



Real focus on reducing restrictive practice and professional lead appointed



Sexual Safety Strategy has been implemented across the Trust

- + Safer staffing investment in Trafford Adult of Working Age in-patient wards.
 - o January 2024 - £800k invested, more nurses, support workers, (24 additional posts).
 - o August 2024 – an additional £1.85 million invested to improve quality (40 additional posts).
- + Recruitment, all vacancies recruited to, further recruitment required for additional August investment.
- + Turnover has significantly reduced. Despite being a newly qualified workforce (over the last 6 months is 3%).
- + Introduced in-patient Clinical Psychologist and Clinical Psychology Assistants.
- + Medical investment to improve clinical model of care

- + Continued professional development of our workforce:
 - o Improved performance for supervision 88% and mandatory training is 92%.
 - o Professional Nurse Educator (PNE) and Professional Lead Nurse appointed to support development of staff..
- + Neurodiversity and Trauma informed care training established for in patient workforce.
- + CMHT transformation, clinical model co-produced, draft socialised with locality teams, with further engagement planned.
- + Only 2 out of area (oap) patients across Trafford (best in class).
 - o Highlights locality system support and partnership working

- + Safeguarding relaunch
- + Strengthened local governance processes,
- + Positive CQC Mental Health Act visit to Bollin and Greenway, older adult services.
- + Operation Cavell – partnership approach with Greater Manchester Police to support the safety of NHS employees.
- + In-patient ligature reduction programme.
- + Virtual reality test of change in Early Intervention Team.
- + Best in class for talking therapies clinical outcomes, and timely access to services. Reducing waiting list for counselling. Trafford will introduce a new PTSD Internet enabled therapy option.

What we still have to do.....



- Continue to further **strengthen our service user, carer and staff voice**
- **Co-produce** our **Together Strategy for 2025-28** led by the patient voice council
- **Recruit** to all remaining **vacancies** and keep people
- Further strengthen our **internal governance**
- **Re-opening** Adult Forensic Services to admissions



- Develop our **Clinical and Care Strategy**
- Develop our **Quality Strategy**
- Refresh our **Trust Strategy**
- Implement our **transformation** of inpatient wards and CMHTs
- Continue to develop **alternatives to admission**
- Working with our partners, **strengthen support** to individuals within our communities particularly **on discharge**



- Formulate **new models for adult forensic services**
- Refresh our approach to **medicines management**
- Develop our long-term **workforce plan**
- Optimise **patient flow** and reduce **Clinically Fit Ready for Discharge** and subsequently **out of area placements**
- Reset **professional standards** and establish **clinical networks**
- Establish our New **Learning from Deaths Group** with an emphasis on triangulation of information.
- Participate in the independent review of **adult community mental health services**
- Meet the requirements to **exit NHS England Oversight Framework** segment four