



Care Quality Commission assessment for Greater Manchester Mental Health NHS Foundation Trust - Child and adolescent mental health wards

Overview

Overall Rating: Good

The service is performing well and meeting our expectations.

Summary

Safe	Good
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Effective	Good
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Caring	Outstanding
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Responsive	Good
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Well-led	Good
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Overall Service Commentary

We carried out an unannounced inspection of the child and adolescent mental health wards on 2nd 3rd and 18th July 2024. During our inspection we visited all 3 operational wards which are all located on the site of Prestwich Hospital. We gathered information from young people using the service and their loved ones, staff and managers, other stakeholders, carried out observations and looked at a range of documents including care records, policies and procedures. We looked at 9 quality statements. Staff were caring and supportive, responded to patients needs and made sure they were involved in the planning and delivery of their care. There were sufficient staff on the wards, and they had received suitable inductions and training to enable them to carry out their roles. Risks were managed effectively; care plans were clear, and medicines were managed safely. Staff generally felt supported by their managers and felt they could raise concerns. Governance processes were effective and were supporting the service to learn and grow.

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Overall People's Experience

Young people told us they felt safe, and that staff were there to support them when needed. They said they had the opportunities to be involved in planning their care and that there were lots of activities available on and around the wards. Young people said that the care they were receiving was supporting them to recover and make progress.

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Safe

Rating: Good

Percentage Score: 75.00 %

► [How do we score this?](#)

Summary

This service is safe

Commentary

There was sufficient staff to support young people, and staff had the required skills, and training to support young people in their care. All staff had received an induction before working on the wards and they had received suitable training and supervision. Risk assessments were up to date and staff knew where to find current information about young people and supported them in accordance with care plans and risk management plans. Staff followed systems and processes to prescribe and administer medicines safely. Staff understood how to protect young people from abuse, had received appropriate training and worked well with other agencies to do so.

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Safe

Safe systems, pathways and transitions

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people said they were involved in the development of their care plans and risk assessments. They were invited to multi-disciplinary team meetings to discuss their care and chose to attend some of these meetings. The meetings included discussions about goal setting and how to support people to move forward in their treatment.

Feedback from staff and leaders

There were regular meetings for young people and staff to discuss care pathways, transitions and where changes to risk had occurred. Multi-disciplinary teams worked together to support young people to get the best out of their treatment. Staff told us and we observed that thorough handovers and debriefs took place to ensure information was shared about young people. This ensured that all staff that worked with the young people gained an up-to-date picture of their risks and how to support them.

Feedback from Partners

We received concerns from partners prior to our assessment which we followed up during are visit. Our assessment provided assurance that systems, pathways and transitions were safe.

Processes

Processes that we observed were effectively managing the safety of young people on the wards. These included handovers, regular multi-disciplinary meetings, safety huddles and reflective practice sessions. Systems that we looked at also ensured a good use of information which was accessible to staff to enable them to deliver safe care, for example feedback from the review of incidents.

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Safe

Safeguarding

Overall Score

1 2 3 4

▶ [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people on the wards told us they felt safe. Young people told us that staff had the skills to deal with violence and aggression and used these skills to good effect. There were some incidents of violence and aggression, and we felt that these were dealt with in the best way possible from the records we looked at and conversations we had with people.

Feedback from staff and leaders

Staff demonstrated a good understanding of how to safeguard young people and knew who to go to, to raise a safeguarding concern. There was evidence of staff raising safeguarding concerns in patient files, and staff shared safeguarding concerns in handover meetings.

Observation

We completed 5 Short Observational Framework for Inspection Observations (SOFIs) and observed that staff carried out observations in line with policy and each young persons prescribed observations. Staff appeared to have a good understanding of how to care for each young person and understood what each of their risk factors were. Staff worked hard to maintain an environment that felt safe and supportive for young people.

Processes

Safeguarding policies for children and adults were in place and up to date and staff had received adult and children safeguarding training at a level appropriate to the needs of the service. Minutes from meetings contained evidence that managers had considered safeguarding concerns during governance meetings. It was clear that senior managers were working hard to continually develop safeguarding processes to ensure they were relevant and appropriate.

Safe

Involving people to manage risks

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people told us that they were involved in the development of their care plan and risk assessment and that they attended regular multi-disciplinary meetings with their staff when they wanted to. We saw evidence of young people's involvement in some of their care plans and risk assessments. Carers that we spoke to said that they could be involved in the developments of their loved one's care plans and risk assessments where they needed to be. Carers understood how to get involved and said that staff made efforts to keep them informed.

Feedback from staff and leaders

Staff demonstrated an understanding of how they engaged with young people and each other to manage risks. They told us that they knew how to access and had time to access information about young people's risks and they told us that there were regular handover meetings and huddles where information was exchanged to help them understand risks. A small number of staff stated that they would like the opportunity to be more involved in the development of care plans and risk assessments. The senior management team told us that they were working on ways to involve more staff in this process, for example developing ways they could include their views in multi-disciplinary team meetings.

Processes

We reviewed 6 care records. Staff completed risk assessments for patients, these were updated very frequently and always updated when risk changed, for example following an incident or de-escalation. Risk assessments were good quality; were comprehensive and contained details on how to manage identified risks. There was a consistent thread of information in relation to risk that followed each patient that ensured staff were up to date, this included detailed discussions at handovers and multi-disciplinary meetings. The wards were also making use of one-page profiles for each young person which gave a summary of their care, risks and strategies to support them. These were particularly helpful for staff that were less familiar with the ward and the young people.

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Safe

Safe and effective staffing

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people gave good feedback about staff across the wards. Young people told us that there were enough staff on the wards and that they were there to speak to and support them when they needed it. They said that staff were able to support them in dealing with any conflict or disagreement on the wards.

Young people did not raise any concerns about their ability to leave the ward or participate in activities. One young person told us that they did not always feel that some staff communicated effectively with them and one young person said they did not always feel comfortable on the wards because of the un-wellness of the some of the other young people.

Feedback from staff and leaders

Staff told us that staffing levels were at an expected and safe level. They told us that where gaps might appear because of sickness for example that they were easily filled. Staff said that there was always at least one qualified nurse on each ward, if not more. Staff said that the skill mix of their teams was helpful, there were enough skilled staff to respond to incidents and they attended quickly where needed. A small number of staff said that there were higher numbers of agency staff working on night shifts, but that this was improving. Bank and agency staff that we spoke to were familiar with the ward and how to support the young people. They were also suitably vetted to ensure they had the right background and skills to work on the ward.

Observation

During all our observations, we noted that staff were engaging with and responding to young people using the service. Staff were spending time with young people and where they were carrying out observations, they were doing so in a very engaging manner. Staff had an excellent rapport with young people, and it was clear that staff knew the needs of each young person very well. During our observations there was always enough staff on duty.

Processes

There were low levels of non-substantive staff working across the wards. All agency staff had completed an induction prior to working on the wards. We did not have any concerns about the skill mix of staff, they were suitably trained to

carry out their roles. Supervision and appraisal compliance was 80% overall and this figure had been improving over the past 6 months. Staff said they received suitable support from their line managers and there was evidence of a range of different ways that staff could be supported, including group learning sessions.

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Safe

Medicines optimisation

Overall Score

1 2 3 4

▶ [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people understood their medicines and were involved in medicines reviews through multi-disciplinary team meetings. When we reviewed young peoples’ records, we found that they were always involved when making decisions about their treatment. There was evidence that young people had consented to treatment.

Feedback from staff and leaders

Staff reviewed young people’s medicines regularly as part of the multidisciplinary meeting and provided specific advice to young people and carers about their medicines. Staff carried out work to ensure that medicines continued to be administered in line with best practice and trust guidance.

Observation

Observations of staff administering medicines to young people showed this was carried out in a person-centred manner whilst treating the young people with dignity and respect. Appropriate checks of clinic equipment were carried out on a regular basis, including medicines storage, fridges and emergency equipment and medicines.

Processes

There were effective processes in place to ensure that medicines were administered safely. Staff had undertaken the necessary training to ensure they were competent to carry out these processes.

Effective

Rating: Good

Percentage Score: 75.00 %

► [How do we score this?](#)

Summary

This service is effective

Commentary

Young people were involved in assessing their needs and their preferences were obtained and used to plan and deliver their care and support. People's care and support was planned and delivered in line with current practice, legislation and standards. Staff understood people's needs and met these in line with people's preferences. The staff team worked well together and with others to make sure people experienced positive outcomes in relation to their care and support. People were supported to stay healthy and well.

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Delivering evidence-based care and treatment

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people received care and support from staff, which was individualised, specific to their needs and in line with legislation and current practice and standards. Young people were offered a range of age appropriate therapeutic and social activities, this included access to regular education, health and wellbeing, exercise and activities which would enhance their daily living skills. All but one of the patients we spoke to knew their care plans well and said they had been involved in developing them. One young person had only been at the hospital a short time and had not yet been involved in this part of their treatment. Young people shared positive feedback about the activities and groups they were involved in. The time we spent carrying out observations evidenced a commitment from staff to ensure that young people were well engaged in activities and sessions that they enjoyed and that added value to their time on the wards.

Feedback from staff and leaders

Staff told us they were given the time and access to young people’s records, and they demonstrated that they had a good understanding of each patients care plan. They said that handovers and one-page profiles were in place which helped them keep up to date easily if they had been off the ward for any period of time. Temporary staff also had access to these records so that they could be updated where necessary. Ward teams were well staffed with a range of differently skilled people such as psychologists, occupational therapists, psychiatrists, specialist safeguarding staff, activity coordinators, personal

trainers, nurses and support workers. Staff said that the multidisciplinary team came together on a regular basis and that this supported them to deploy a collaborative approach to supporting young people. A small number of the support workers said that they would like to be more involved in some of the discussions which had an impact on their work.

Processes

Systems were in place to support staff to deliver care to young people in line with legislation, current practice and standards. Assessments, monitoring and reviews of young people's needs helped staff make sure care and support was planned and delivered in line with people's preferences. Staff were provided with regular and relevant training to ensure they were up to date with best practice guidance when delivering care and support to people.

Caring

Rating: Outstanding

Percentage Score: 90.00 %

► [How do we score this?](#)

Summary

This service is exceptionally caring

Commentary

Staff treated young people with kindness and compassion. Young people and their loved ones told us staff were respectful, caring, and patient. We observed positive interactions between staff and young people and a good rapport. Staff ensured that young people's rights under the mental health act were maintained.

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Caring

Independence, choice and control

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people were able to have regular contact with their loved ones, we saw evidence that visits were facilitated on a regular basis, as much as any individual required. Carers were invited to attend multi-disciplinary team meetings and young people told us they had access to advocacy. They told us there were enough staff to take part in their preferred activities at times that suited them, if they were planned or on an ad hoc basis.

Feedback from staff and leaders

Staff told us that there were enough of them to ensure that young people had access to activities during the day and on an evening and weekend. Staff told us the different ways that they engaged with young people to ensure that they were heard and were able to input into decisions about their care and the running of the wards. For example, they told us about how they would encourage young people to engage in ward rounds and forums where young people could give feedback about the hospital. In doing so, staff were able to promote the rights of young people to make their own choices and develop independence, life skills and recovery. Advocates visited the wards on a regular basis. Staff told us they kept patient’s loved ones informed about their care before and after ward rounds.

Observation

When we carried out our observations on the wards, young people had access to all the areas they wanted which included activity spaces and the outdoor

spaces. Some areas of the wards were locked but there were enough staff to ensure that patients could be supervised in these areas if they needed to access them. We observed staff interacting with and supporting young people in a very positive and engaging manner and this created a good rapport between staff and young people. The conversations which we overheard were motivating and inspiring and staff were working hard to build trust and confidence amongst the young people.

Processes

Young people had their rights read and revisited on a regular basis and consent was gained and recorded correctly in young peoples' care records. Records showed a continued involvement from young people in the development of their care plans. There was evidence that staff held regular meetings with young people to gain their feedback about their experiences on the wards.

Responsive

Rating: Good

Percentage Score: 75.00 %

► [How do we score this?](#)

Summary

This service is responsive

Commentary

The service tailored the care, support and treatment offered to promote equality, remove barriers and protect people's rights. They ensured that staff had the skills and experience to address issues in relation to equality and diversity.

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Equity in experiences and outcomes

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people’s care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

People's Experience

Young people that we spoke with felt they were treated fairly and equally and the carers we spoke confirmed that they were actively involved with planning care for their relative. No concerns were raised by young people regarding discrimination and staff made every effort to ensure reasonable adjustments were in place to support equity in experience and outcomes. Young people felt empowered through regular community meetings.

Feedback from staff and leaders

All staff had completed mandatory equality and diversity training which was refreshed annually. The staff we spoke with were alert to inequality, they gave examples of how they supported young people who potentially faced barriers and discrimination. Young people had access to individual time with a named nurse and records we looked at confirmed this. Leaders told us they dealt with patient-on-patient discrimination, and they monitored incidents to enable them to address any issues that arose. Leaders analysed and discussed incidents in regular governance meetings.

Processes

We observed staff talking to young people about their experiences and encouraging them to give feedback. Staff treated young people with dignity and respect and encouraged them to treat each other with dignity and respect. We

observed staff encouraging all young people to take part in activities on the wards, supporting them to breakdown potential barriers, for example encouraging young people to take part in exercise that they might not have felt confident to do so.

Well-led

Rating: Good

Percentage Score: 75.00 %

► [How do we score this?](#)

Summary

This service is well-led

Commentary

Managers had implemented strategies and processes which worked well and monitored and supported the overall governance of the service. They had recognised where improvements had been required and put appropriate actions and support in place. The service had a stable management structure in place. Governance and auditing processes were embedded, and performance and feedback indicated that these processes were effective.

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Well-led

Governance, management and sustainability

Overall Score

1 2 3 4

► [How do we score this?](#)

Summary

Good – This service maximises the effectiveness of people's care and treatment by assessing and reviewing their health, care, wellbeing and communication needs with them.

Feedback from staff and leaders

Managers demonstrated a very good understanding of the wards they were managing and the challenges that young people and staff faced. Staff told us about some of the difficulties they faced, for example in ensuring their voices were being heard as part of the multi-disciplinary approach and managers were considering different strategies to ensure that this was addressed and improved. The management team had a positive and detailed strategy to support staff from different backgrounds and cultures, they had developed and implemented this because of feedback that they had received from staff in relation to their experiences in the workplace. The plan contained specific measurable actions and included desired outcomes, there was evidence that the strategy was being reviewed and actions completed. Staff told us they felt supported by their managers, and they said they were present and approachable on the wards. We observed staff and managers working well together and supporting each other to carry out their roles.

Processes

There were a range of meetings in place to support the running of the wards including safety huddles, ward rounds and patient flow meetings. Staff told us that team meetings and reflective practice took place on a regular basis. There was a useful flow of information gathered and exchanged as a result of incidents that occurred on the wards. We saw evidence that data in relation to incidents was gathered and where necessary appropriate action was taken to improve practice. We saw evidence that staff were taking part in quality improvement projects that involved them collaborating with other similar wards across the country. This helped them understand and improve their approach in relation to reducing restrictive practice, for example. The wards had also signed up to be involved in a national strategy which would involve them engaging in a detailed quality improvement process to understand and improve the culture of care across the wards. All staff, including those that did not work on the wards regularly, had received a suitable induction and were suitably trained to work on the wards.