







## Report into care at Greater Manchester Mental Health NHS Foundation Trust (the hospital)


Harder words are written in **bold**.

	<p>Hello. My name is <b>Oliver Shanley</b>, and this is a photo of me.</p> <p>I have led the team doing a review of the care given by Greater Manchester Mental Health NHS Trust (we will call it a hospital).</p>
	<p>On the 28 September 2022, a TV show called <b>Panorama</b> told people about the way some patients had been treated at the Edenfield centre run by the hospital.</p>
	<p>The Edenfield centre should help people to feel better when they feel poorly with their mental health.</p> <p>The Edenfield centre should help people to feel safe and cared for.</p>
	<p>The <b>Panorama</b> TV programme showed patients who were not treated with care. They were shouted at and they were sometimes laughed at by some of the staff. Some of them were hurt. This was very upsetting for people.</p>




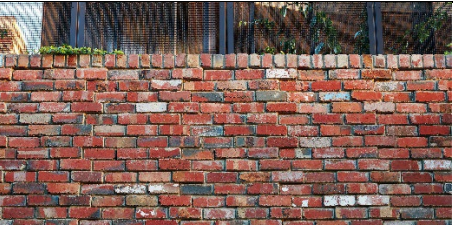



	<p>NHS England, who are in charge of hospitals in England, asked me and my team to <b>review</b> what happened.</p>
	<p>To do our <b>review</b> we spoke to a lot of people. This includes patients, staff and the people who are in charge.</p> <p>We spoke to people who work <u>with</u> the hospital but not <u>in</u> the hospital.</p>
	<p>We spoke to the <b>Care Quality Commission</b>, also known as the CQC. They are supposed to check that the hospital is safe for patients.</p> <p>The CQC had said that Edenfield was good but then they changed their mind after the Panorama programme.</p>



## What did we find during our work?

	<p>We have written a long report about what happened at Edenfield. <u>Reading the next page might upset you, so try to ask someone you know to support you.</u></p>
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	<p>We found that some staff were not giving good care to patients. In fact, they were sometimes unkind and even <b>abusive</b> towards people.</p> <p>The police are looking at the way some staff behaved.</p>
	<p>People were sometimes locked away so that they couldn't be heard.</p> <p>They told us this was lonely and scary. Their families were also very worried too.</p>
	<p>It is clear now, that when people raised concerns, they were not listened to.</p> <p>Their concerns should have been <b>investigated</b> and that should have made things better.</p>
	<p>The hospital did not ask for people's ideas about how to make things better.</p> <p>When patients and their carers gave their views, these were not used to improve things.</p>
	<p>The people who were in charge of the hospital and who were supposed to set good standards, did not see what they should have seen.</p> <p>This was a service which was in a lot of trouble.</p>





	<p>They should have seen that staff were unhappy and some of them felt that they were not listened to.</p> <p>Staff sometimes felt that they could not cope because the job was difficult and there were not enough trained staff.</p>
	<p>The members of staff, including doctors and nurses did not always work well together.</p> <p>There was not always good team working between hospital managers and other staff.</p>
	<p>The culture of the hospital was sometimes poor.</p> <p>The culture of the Edenfield unit was very poor a lot of the time. Something called a '<b>closed culture</b>' had developed.</p> <p>This meant that people were not treated fairly. It made abuse of patients more likely to happen.</p>





	<p>During our work we asked if there was a risk of the same issues in other services in the hospital.</p> <p>We found that there might be unless things changed.</p>
	<p>We also found that the other <b>organisations</b> who work around the hospital – called the ‘system’, could have done more to understand what was happening.</p>

## What will happen now?

	<p>We know that many people and many staff at the hospital are sad and upset by what has happened. There were many good and caring staff.</p> <p>They want to make sure things improve. Our report made a lot of <b>recommendations</b>. These are <b>suggestions</b> to make things better.</p>
	<p>The hospital staff and all of the leaders need to listen more and see more. They need to listen to patients and families and visit the places they receive care.</p> <p>They need to listen more to staff working on the wards.</p>





	<p>The hospital staff and all of the leaders need to get better at making sure that staff understand when things are new or when changes happen.</p> <p>Change can confuse people.</p>
	<p>The hospital staff and all of the leaders need to make sure that there is a good culture.</p> <p>People need to feel confident about speaking up and they need to feel supported.</p>

**Thank you for reading our report. If you have questions, we will be happy to answer them. Please email [info@nicheconsult.co.uk](mailto:info@nicheconsult.co.uk)**