



Annual Report Summary 2014/15 and future plans



Our vision is to be recognised internationally as leading healthcare; excelling in quality, safety and patient experience, research, innovation and teaching; dedicated to improving health and well-being for our diverse population.

Our organisational values underpin everything we do and we recognise how important the right attitude and behaviours are to delivering a positive patient and staff experience. Our core values are:

Pride, Dignity, Empathy, Respect,
Consideration, Compassion



About us

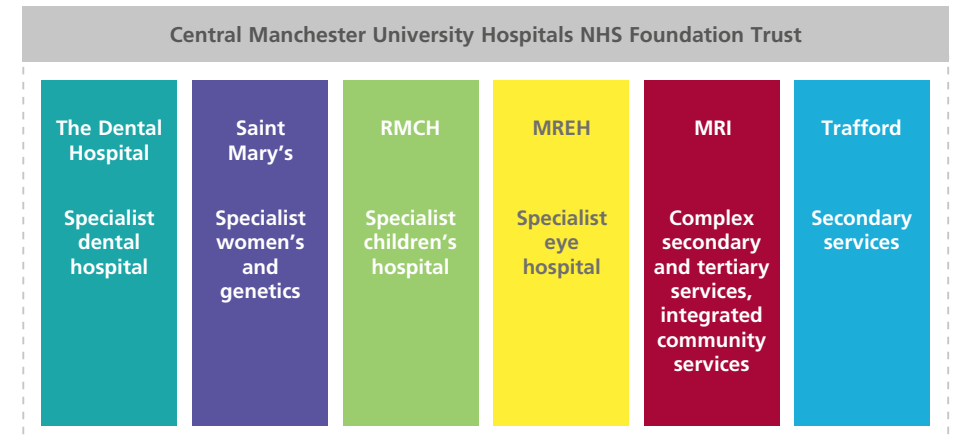
Central Manchester University Hospitals NHS Foundation Trust is a renowned healthcare and research organisation with a local, national and international reputation. We are responsible for running eight hospitals and community services across Manchester and Trafford and have a strong track-record of delivering excellent clinical care and achieving NHS performance targets and financial balance. We treat more than a million patients every year and our specialist hospitals are home to hundreds of world class clinicians and academic staff committed to finding our patients the best care and treatments.

We are committed to delivering safe, high quality care that meets and exceeds the needs and expectations of our patients.

Our services

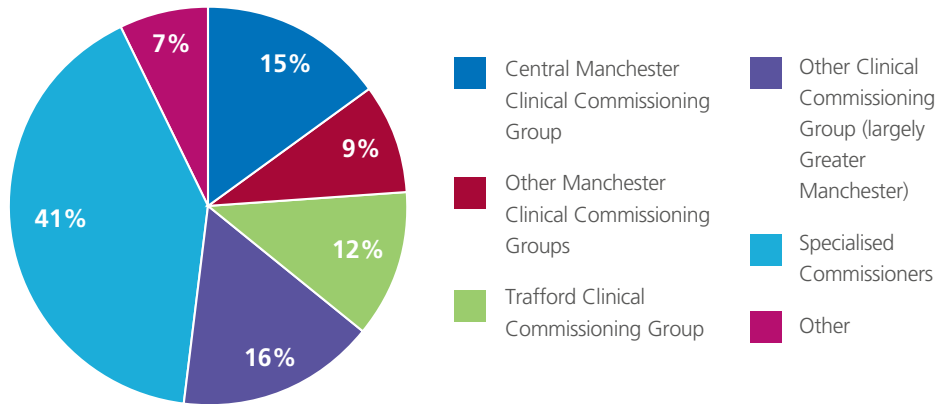
Since becoming a Foundation Trust in 2009, we have significantly expanded the scope of our operations as the demand for complex and specialist treatments continues to grow.

How our eight hospitals and community services fit together can be seen below:

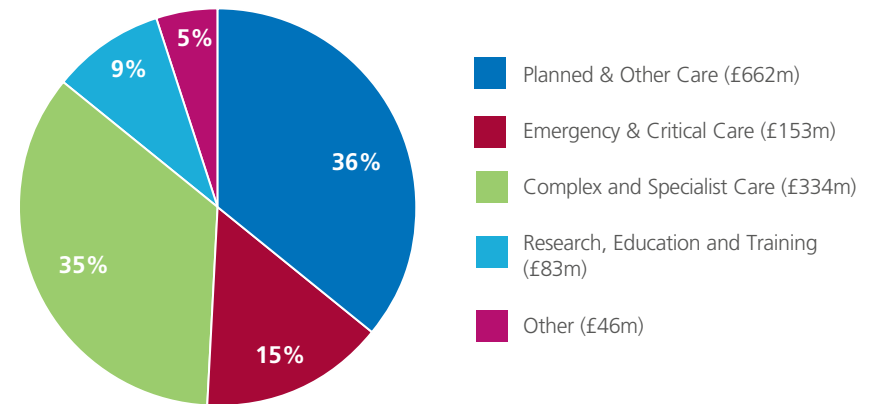




How we are funded



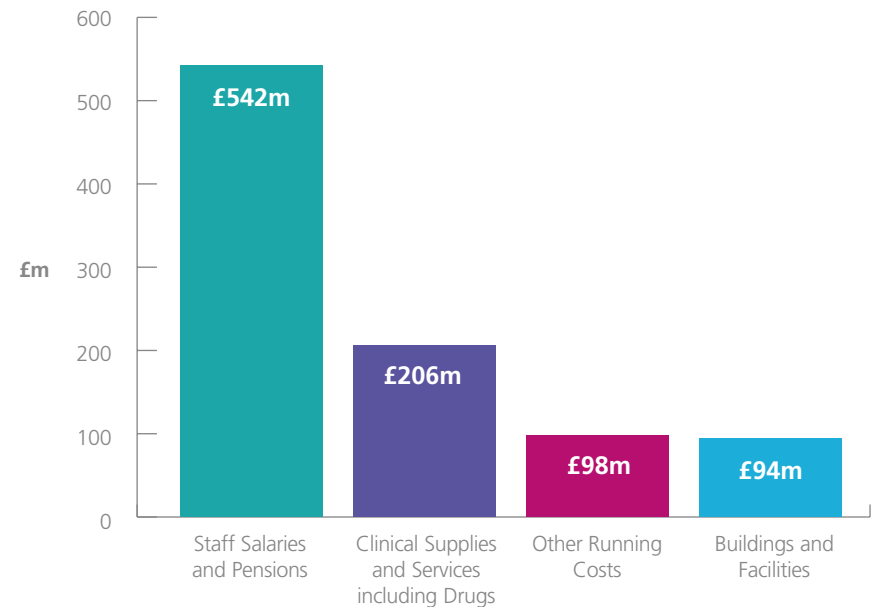
What we get paid for



In 2014/15...

We earned **£944 million** for our services and it cost **£940 million** to provide those services

How we spend our money





Regulatory Ratings

Monitor is the independent regulator of Foundation Trusts and each quarter our performance is assessed to identify if any potential problems may arise. In doing this, Monitor publishes quarterly and annual risk ratings.

**Continuity of Service (rate 1-4, where 1 represents highest risk and 4 the lowest)*

*** Governance (rated Green, Amber/Green, Amber/Red, Red)*

Our quarterly ratings are laid out in the table below:

Domain	Annual Plan 2014/15	2014/15			
		Q1	Q2	Q3	Q4
Continuity of Service Rating	3	3	3	3	3
Governance Rating					

Quality Priorities

In 2014/15 we set out our four key clinical priorities as:

Reducing Mortality

The two key measures of mortality are Hospital Standardised Mortality Ratio (HSMR) and Summary hospital mortality index (SHMI), which should both be at 100 or below. We achieved this for 2014/15 and will work hard to sustain progress.

Harm Free Care

We aim to have at least 95% of patients receiving harm free care. We have not been able to achieve this for pressure ulcers or falls and will keep this as a priority for 2015/16.

Dementia Care

This year we managed to assess over 90% of emergency in-patients aged 75 or over for dementia. Although we managed to meet our target for this specific condition, we want to continue to improve in this area to ensure more people are being assessed and referred for support if required.

Early Identification of Sepsis

Evidence suggests that across the UK sepsis contributes to the deaths of 37,000 people every year and early recognition and treatment could significantly reduce this number. A great amount of work has been undertaken alongside our partners such as the Health Foundation and North West Ambulance Service to significantly reduce harm from sepsis. In 2014/15 we implemented a programme called Sepsis Six which identifies six key interventions known to improve outcomes if delivered early, such as the administration of antibiotics.





Sustainability

We are committed to being a leading sustainable healthcare organisation.

Our Sustainable Development Management Plan was published in January 2014 and sets out four overarching priorities;

1. To reduce our carbon footprint by a minimum of 2% year on year, through a combination of technical measures and staff behaviour change
2. To embed sustainability considerations into our core business strategy
3. To work collaboratively with our key contractors and stakeholders to deliver a shared vision of sustainability
4. To comply with all statutory sustainability requirements and implement national strategy

The recently opened new hospital development in Altrincham incorporates a number of sustainability features, with one of the first dry powder renal dialysis systems in the UK. As the dialysis fluid is now produced on site, this significantly reduces the travel impacts of the process. The development also features solar panels and is lit using LED lighting.

Our five year action plan will move us closer towards our ambition of being the healthcare sector leader in sustainable travel.



75% reduction in the annual energy consumption in our **Grafton Street car park**



Total energy usage is down by **almost 6%** from 2013/14



50 additional cycle parking spaces created for staff

Equality, Diversity and Inclusion

We want everyone who comes into contact with the Trust to be treated fairly, with respect and dignity. This includes all our staff, patients, their friends and family and the communities we serve. Our Equality, Diversity & Inclusion (ED&I) programme aims to ensure that we are delivering this commitment. This year we continued to invest in making sure that equality, diversity and human rights are at the heart of what we do.

At the 2014 Diversity Delivers Conference the Trust launched 5 High Impact Changes to help progress the work on equality, diversity and inclusion in its workforce. The Trust has been working to deliver these changes in 2014/15.

To help celebrate and recognise the work of Trust staff on equality, diversity and inclusion in 2014/15 a diversity category was added as part of the staff Proud of You Awards celebration. The Trust was overwhelmed with the high quality of the submissions from staff.

High Impact Change 1

Equality, Diversity & Inclusion objective for every employee

High Impact Change 2

A coaching/mentoring programme that brings together the Trust's top leaders and colleagues with protected characteristics.

High Impact Change 3

Every department to hold one engagement session per year with patients, staff or community groups representing one or more protected characteristic

High Impact Change 4

Patient and staff questionnaires annually on how the Trust is improving on its equality, diversity and inclusion programme. Action plans and the three year strategy will build on these sessions.

High Impact Change 5

Positive action around recruitment to ensure that CMFT is an employer of choice for Greater Manchester's diverse communities





Future Priorities

We face a number of significant challenges over the coming years as we aim to deliver our vision at the same time as finances are tightening and costs are increasing. Our four key longer term initiatives that will help us to address the twin challenges of balancing the books and continually improving the quality of the services we provide are:

Specialised Services

Developing specialised services, building on our strengths and our existing portfolio

Living Longer, Living Better

Working with partners across Manchester to implement a new community-based model of care

Healthier Together

Actively supporting and delivering the programme to reconfigure health services across Greater Manchester

Research & Innovation and Technology

Continuing to invest in research and new technology to remain at the leading edge of medicine and service delivery

All of our planning is geared around delivering our vision. We are an integrated health, teaching, research & innovation hospitals group with a comprehensive range of services, extensive research portfolio and state-of-the-art facilities. Our Vision is:

To be recognised internationally as leading healthcare; excelling in quality, safety, patient experience, research, innovation and teaching; dedicated to improving health and well-being for our diverse population.

We have two separate, but related, plans. These are:

- A Strategic Plan that describes our long term plans for addressing the key challenges facing us over the next five years, and
- An Operational Plan that describes how we will continue to deliver high quality, cost-effective services over the next two years.

Strategic Plan 2014-2019

- **Our Research & Innovation and Technology Strategy** - how we plan to remain at the leading edge of medicine through continuing to invest in research and technology.
- **Our Specialised Services Strategy** - how we plan to improve services for patients from the North West and beyond through developing our specialised services, building on our strengths and our existing portfolio.
- **Healthier Together** - how we will contribute to improving outcomes and reducing inequalities across Greater Manchester through supporting and implementing 'Healthier Together' (the commissioner-led programme to reconfigure acute service across Greater Manchester).
- **Living Longer, Living Better** - how we will address the health needs of our local patients through working with partners across Manchester to implement a new prevention focussed and community-based model of care.



Operational Plan 2014-2016

Quality:

- Delivering safe, harm-free care in a personalised, responsive and compassionate partnership with patients and their families.
- Ensuring we always have the right number of well-trained nurses and midwives on our wards to provide this care.

Services:

- Transforming urgent and emergency care for local people.
- Working with our partners in health and social care to lead the development and implementation of seamless services centred on the needs of each individual patient.
- Exceeding national standards and targets.
- Developing our specialist services including cancer, cardiac, children's and vascular services.

- Making our administrative systems more patient-friendly.

Research:

- Ensuring that as many patients as possible have access to clinical trials of new treatments and medicines.

Our People:

- Supporting the well-being of our workforce and enabling each member of staff to reach their full potential.
- Developing the leadership skills and accountability of our senior people, recognising the achievements of all our staff and treating everyone equally.
- Ensuring everyone shares our values and behaves the way we and our patients would expect.

Our Finances:

- Achieving financial stability, and generating a surplus which we can invest in patient services.

Supporting these plans are the priorities of each hospital.



OUR VISION

To be recognised internationally as leading healthcare; excelling in quality, safety, patient experience, research, innovation and teaching; dedicated to improving health and well-being for our diverse population

OUR STRATEGIC AIMS

- Improving the safety and clinical quality of our services
- Improving the experience for patients, carers and their families
- Developing our specialist services and in collaboration with our partners in health and social care, leading on the development and implementation of integrated care
- Increasing the quality and quantity of research and innovation across the trust, contributing to improving health and well-being outcomes
- Providing the best quality assured education and training
- Developing our organisation, supporting the well-being of our workforce and enabling each member of our staff to reach their full potential
- Remaining financially stable

OUR VALUES

- PRIDE
- RESPECT
- DIGNITY
- CONSIDERATION
- EMPATHY
- COMPASSION

OUR KEY PRIORITIES

- Delivering safe, harm-free care focusing on evidence based pathways, supervision and clinical leadership
- Developing, maintaining and consistently deploying nursing and midwifery establishments, which are informed by evidence based acuity and dependency tools and professional guidance.
- Exceeding all key NHS commissioned standards and deliverables, including access and quality outcomes
- Delivering personalised, responsive and compassionate care in partnership with patients and families in appropriate environments safeguarding the most vulnerable
- Development and implementation of Place Based Care models of delivery and integration of Adult Social Care services
- Development of specialised services in particular cardiovascular, cancer and genomics services.
- Integrating research into patient choice and the treatment pathway
- Delivering excellent education and learning with the aim of further developing reputation, innovation and attracting and retaining a highly skilled workforce
- Implementing the Organisational Development Strategy, focusing on: developing leadership capability; talent management; values and behaviours and education and training.
- Implementing the HR Strategy focusing on: Workforce Planning and redesign; recruitment and retention and employee health and wellbeing
- Revising and implementing the Equalities, Diversity & Inclusion Strategy
- Maintaining financial stability in an environment of increasing financial challenge and a demanding trading gap requirement



The University Dental Hospital of Manchester

The University Dental Hospital of Manchester (UDHM) is one of the key specialist dental hospitals in the UK. Around 90,000 patients, both adults and children, are treated here very year. A team of around 300 staff provide general and highly specialised care for patients from the North West in areas such as complex medical problems, oral reconstruction and implantology following trauma or oncology, intravenous sedation for anxious patients, and cleft lip and palate services.

Top 3 successes:

1. Staff engagement

The 'Change-1-Thing' campaign provides staff the opportunity to submit ideas for improvements. Improvement ideas included:

- Refurbish the Paediatric waiting area with art that is suitable for children and young people
- Implement a 'self-check in' system for patients
- Arrange for an annual skip for departments to dispose of any unwanted items advertised as an opportunity to "Dump the Junk".

2. Access to hospital

Historically patients have waited outside the dental hospital to open at 08.45am. Doors now open an hour earlier so patients can wait comfortably inside until the service starts.

3. Patient Listening Event

The hospital held its first patient listening event in January 2015. It provided an opportunity for patients and carers to meet with staff and also share their experiences on film. The footage will be used for staff education and training purposes.

Top 3 priorities for 2015/16:

1. Continue to develop We're Listening... We're Improving Campaign for both staff and patients. This includes improvements to signage within the hospital and the installation of TVs in key waiting areas.
2. Continue to develop the workforce to ensure this is 'fit for purpose' for the future NHS; developing new roles and responsibilities.
3. Continue to learn from feedback/ develop new methods of feedback and show demonstrable improvements in patients and staff experience; supported by the Trust Values and Behaviours and the Nursing and Midwifery Strategy Commitment to Care.



Saint Mary's Hospital

Saint Mary's Hospital was founded in 1790 and, over the years, has successfully developed a wide range of world class medical services for women, babies and children as well as a comprehensive Genetics Centre and an internationally recognised teaching and research portfolio.

Our leading edge services are tailored both to meet the needs of the local population in Central Manchester and patients with complex medical conditions referred from other areas in the Greater Manchester conurbation, the North West and beyond.

Top 3 successes:

1. Engaging staff

The senior team used the Saint Mary's Quality Bus to share information; good practice and learning in clinical areas. We also undertook a number of team building exercises and improved recruitment time to fill vacancies to meet staff turnover.

2. Service development

We added more Consultant ward rounds in Obstetrics to improve the quality of care and patient flow, and we were the first Hospital in the UK to provide 168 hour cover on the delivery unit. We also introduced an Enhanced Recovery Programme in Obstetrics to improve the quality and safety of our patients. Additional nursing and midwifery support was also put in place for the management of babies on the post natal wards.

3. Complaints management

We have worked hard to respond more quickly to any complaints raised. We have also looked at themes of complaints to create actions that will improve patient experience.

Top 3 priorities for 2015/16:

1. Embedding equality, diversity and inclusion objectives in all that we do.
2. Reducing short term sickness and focusing on retaining staff through engagement and embedding the values and behaviours framework.
3. Continue to improve the quality of services we provide and work with staff to simplify care pathways.





Royal Manchester Children's Hospital

The Royal Manchester Children's Hospital (RMCH) provides specialist healthcare services for children and young people throughout the North West, as well as nationally and internationally.

The hospital sees 220,000 patient visits each year across a range of specialties including oncology, haematology, bone marrow transplant, burns, genetics, and orthopaedics and is the largest single-site children's hospital in the UK. The Wellcome Trust Children's Clinical Research Facility based there is involved in research areas that include cancer, growth and endocrine disorders, mental health, inherited metabolic disease and kidney disease.

Top 3 successes:

1. Our Vision 2 Action (V2A) programme has generated over 150 projects to improve services in RMCH for children and families. In addition to this, specific work has been undertaken regarding developing an Enhanced Recovery Programme for Children who require surgery, which is now used across the children's hospital.

2. Our Paediatric Emergency Department was recognised as the best performing Accident and Emergency Department in the country in 2013/14. The Department sees and treats over 60,000 children per year.

3. Our staff won a number of awards including; national recognition of work to improve the experience of children and young people with autism; Unite the Union Working Together Award (joint work undertaken by Play Services and Radiology to improve the experience of patients with autism who need to have a scan); Nursing Times Award (Child and Adolescent category) for improving personalised care and pushing boundaries for children and young people with autism and their families.

Top 3 priorities for 2015/16:

1. Continue to pursue excellence in infection control practice.
2. Ensure our patients receive nutritional, tasty food and drink, appropriate to their individual needs.
3. Recruit to our vacancies and facilitate our workforce reaching their full potential.



Manchester Royal Eye Hospital

Manchester Royal Eye Hospital was 200 years old in 2014 and we celebrated this landmark achievement throughout the year with a number of events. The hospital provides an extensive range of services and facilities for both adults and children. These include the Emergency Eye Centre, Acute Referral Centre, Ophthalmic Imaging, Ultrasound Unit, Electrodiagnosis, Laser Unit, Optometry, Orthoptics, the state-of-the-art Manchester Eye Bank and Ocular Prosthetics.

Top 3 successes:

1. Patient Listening Events

These events provide an opportunity for people to share with us their experiences of all the services we deliver and ideas for improvement. Patients were also able to film their experiences, which will be used for staff education and training purposes.

2. Staff engagement

The 'Change-1-Thing' campaign was launched at the eye hospital in October 2014. Improvement ideas included:

- Refurbish the Paediatric waiting area with art that is suitable for children and young people
- Implement a 'self-check in' system for patients

3. Ward Accreditation Programme

During 2014 two wards underwent their annual accreditation assessments and were awarded GOLD. This is an excellent achievement for both areas and they will continue to ensure that we provide high quality, safe, individualised care whilst providing an excellent patient experience.

Top 3 priorities for next year 2015/16:

1. Continue to develop We're Listening... We're Improving Campaign for both staff and patients. This will include the launch of the MREH Twitter account and the introduction of patient paggers.
2. Continue to develop the workforce to ensure this is 'fit for purpose' for the future NHS; developing new roles and responsibilities.
3. Continue to learn from feedback/ develop new methods of feedback and show demonstrable improvements in patient and staff experience; supported by the Trust Values and Behaviours and the Nursing and Midwifery Strategy Commitment to Care.





Manchester Royal Infirmary

Manchester Royal Infirmary (MRI) was formed in 1752. It had 12 beds and began in a small house in the city centre. It is now a large acute teaching hospital providing a wide range of complex secondary and specialist services. We are a specialist regional centre for kidney and pancreas transplants, haematology and sickle cell disease. Our Heart Centre is a major provider of cardiac services in the region, specialising in cardiothoracic surgery and cardiology. The Accident & Emergency Department sees around 145,000 patients every year.

A wide range of community services for adults and children are also provided, in facilities such as health centres, children's centres, schools and in patients' own homes. There are around 45 community services including adult services such as district nursing, continence and podiatry in central Manchester and specialist services including children's services, contraception and sexual health, community dentistry and learning disabilities for the city of Manchester.

Surgical Services

Top 3 successes:

1. The prevention of hospital acquired infections and improvements in how we control infection.
2. The opening of additional wards to accommodate new services in the division as well as the move towards speciality specific wards such as a Vascular Ward.
3. The introduction of a Structured Ward Round in Urology, which has led to significant improvements in the quality of patient care.

Top 3 priorities for 2015/16:

1. Developing single speciality wards such as Vascular Surgery.
2. Improving the recruitment and retention of nursing staff
3. Improving the engagement of clinical staff in the Clinical Effectiveness and Quality agenda.

Medicine and community services

Top 3 successes:

1. Care Quality Commission A&E Patient survey

In the 2014 survey of A&E patients, we improved in 30 out of a possible 37 questions.

2. Proactive Elderly Care Team

A new team was established to provide frail elderly patients with an early assessment of their needs when they attend the Emergency Department. The aim is to reduce their length of stay in hospital and support them so they can be safely discharged.

3. Establishment of divisional transformation programme

The programme looks to improve the way we deliver services, which includes beds being opened to support the winter increase in admissions and staff being transferred back to the permanent medical wards.

Top 3 priorities for 2015/16:

1. Focus on recruitment and retention of staff, alongside the development of new models of nursing care
2. Reduce the number of beds within the Division as part of the transformation project in order to improve staffing levels across the permanent medical wards
3. Improve infection control practice across the division and a reduction in hospital acquired infections.

Clinical and Scientific Services

Top 3 successes:

1. Improvements to Infection Prevention Control

A dedicated forum was set up to look at how improvements could be made across the Radiology department. A number of initiatives were rolled out including; an official launch within the directorate championed by one of the Consultants, hand hygiene education for staff, life-size cardboard cut-outs which prompt staff and visitors to gel their hands. As a result hand hygiene weekly audits have improved from 66.75% to 88.5%.

2. Improvements in Pressure Ulcer Management

We introduced a number of actions to reduce the number of pressure ulcers in patients. As a result the total pressure ulcer rate per month on ICU at the end of 2014 reduced to 4.5 per month which is a reduction of 72.5% from the previous year. On HDU there are around 2 per month which is a 67.2% reduction and Trafford have 0.5 per month which is a 68.7% reduction.

3. Patient story videos

A number of patients from Critical Care volunteered to tell their story of their time on the unit. These patients were filmed talking about their experiences and what they thought was good and what could have been done better. The films allow staff to hear exactly how their actions and the environment make patients feel and have help focus staff on patient experience.

Top 3 priorities for 2015/16:

1. Increase the amount of patient experience data collected so it can be used to make informed improvements. Also ensure the results are fed back to patients so they can see the outcomes of their feedback.
2. Implement improvements based on the recent cancer patient survey that highlighted a number of areas where we could do better
3. Review all patient information related to tests to ensure it is of the highest quality and easily accessible.





Trafford Hospitals

Trafford Hospitals includes Trafford General Hospital in Davyhulme and two smaller out-patient facilities in Altrincham and Stretford. Services at Trafford General include an urgent care centre, in-patient medical facilities, daycase surgery and a dedicated elective orthopaedic centre.

Altrincham Hospital is a new facility which provides a high quality, modern and user-friendly environment for patients and staff and a wide range of general and specialist outpatient and diagnostic services.

Top 3 successes:

1. Improvement of patient care and safety

We established a "Physician of the Week" in the Acute Medical Unit and improved medical and nursing handover procedures. We also implemented a more robust process for reviewing deaths and monitoring any lessons learned. As a result the Hospital Standardised Mortality Rate reduced from 121 in 2011/12 to 89.81 in 2013/14.

2. Implementation of the new clinical model

A significant transformation programme led to improvements in patient care and experience. Examples of this include the timely discharge of patients to home and the avoidance of admission because of the new ambulatory care pathways that were introduced.

3. Creation of Manchester Orthopaedic Centre (MOC)

We successfully brought together three orthopaedic teams from Trafford, Salford and Manchester Royal Infirmary to create the Manchester Orthopaedic Centre (MOC).

Top 3 priorities for 2015/16:

1. Improve the productivity and efficiency in the Manchester Orthopaedic Centre and other surgical specialties.
2. Continue with service transformation.
3. Develop a centre of excellence for elderly care and rehabilitation.



Research and Innovation

We work with patients, hospitals, universities, industry and others to take the best new ideas from cutting-edge science, and use them to create new tests and treatments that benefit patients more quickly.

In-line with our vision to be recognised as leading healthcare, we aim to provide patients with the choice to participate in research studies, alongside their other treatment options. In 2014/15 over 10,000 patients and health volunteers participated in clinical research studies across our hospitals. Our patients are regularly the first in the world to have the opportunity to trial new treatments, and even more are the first in the UK. Our main research partner is The University of Manchester, and our research is supported by the National Institute for Health Research.

Top 3 successes:

- Expansion of the NIHR / Wellcome Trust Children's Clinical Research Facility enables more of our younger patients to play a part in the development of new medicines.
- We invested in our hearing and deafness research team, creating a dedicated research space and audiology booth at the newly established Ear Nose and Throat service at Peter Mount Building.
- Citylabs, a partnership with Manchester Science Partnerships, opened to offer onsite accommodation and support for biomedical companies.

Top 3 priorities for 2015/16:

- Develop and execute the research recruitment strategy to enable more patients to participate in research studies.
- Launch research website and develop content to make our research more accessible to patients and their families.
- Further build on our research capability to improve our service for our patients and research partners.

Our research areas include:

- *Musculoskeletal medicine*
- *Genomic medicine*
- *Women's and children's health*
- *Cardiovascular disease*
- *Hearing and deafness*
- *Eye disease*



"Someone has to step forward to test new ideas. I never thought it would be me, but it's really important to be that person and hopefully make a difference to other patients."

Sandhya, patient with rheumatoid arthritis



How are we doing?

Our patients

All of our adult patients are given the opportunity to answer some questions about the quality of care they received when they are discharged.

- ✓ This year we have had over **41,500 responses**.
- ✓ Our response rate has **exceeded the national target** for both A&E and inpatient wards.
- ✓ **Over 90%** of those that responded said they would be extremely likely or likely to recommend us to friends and family.

Our aims remain to ensure that all forms of feedback help improve care for patients. We have undertaken a comprehensive review of our Patient Advice & Liaison Service (PALS) to ensure that when things go wrong our complaints system is clear, fair and open. We want to ensure patients, carers and families know who they can turn to for independent local support if they want it. We remain committed to ensuring that every member of staff scrutinises and learns from mistakes to improve care for patients.



Our people

We care about our people and seeking the views of our staff is critical to understanding what is going on in our hospital, the challenges staff face and how we can improve.

Our annual staff survey is an invaluable tool for collecting staff views and opinions. Staff are asked for their views on a range of areas including training and development, equal opportunities and discrimination, work related stress, appraisals and violent and abusive behaviour. We also receive an overall

staff engagement score which is an essential indicator of the quality of care being delivered and is made up of job satisfaction, motivation, levels of involvement and willingness to recommend the Trust. This engagement score is the same as the previous year and remains higher than the national average for acute Trusts.

The diagram below shows areas where staff experience has improved.





Membership

One of the benefits of being an NHS Foundation Trust is that those living in the communities that we serve can become members. Our Membership Community is made up of both public (including patients/carers) and staff members. From these members, Governors are elected to our Council of Governors, to represent members' interests in the running of the organisation. Members are therefore given a bigger say in the management and provision of our services with us, in response, ensuring that our services more accurately reflect the needs and expectations of communities.

We are committed to having a representative membership that truly reflects the communities that we serve and we welcome members from all backgrounds and protected characteristics.

We have almost 14,500 public members and 13,500 staff members who get involved in a range of activities of the Trust. We actively engage with our members so that their contribution can be turned into tangible service benefits, therefore improving the overall experiences of our patients.

Some initiatives and activities in 2014/15 included:

- Interactive Open Day for Young People
- Interactive Annual Members' Meeting
- Governor update bulletin and engagement sessions for staff members
- Youth Forum meetings
- Engagement visits by our Governors
- Member involvement in Patient Led Assessments of the Care Environment (PLACE)
- Members views encouraged when developing our Annual Forward Plan
- Keeping members in touch with our services and achievements through our Foundation Focus Newsflash(membership newsletter)

Becoming a member of an NHS Foundation Trust is completely free and it gives you the opportunity, through your elected representatives (Governors), to shape our future services. You decide how involved you want to be - you may simply want to receive a newsletter about the Trust's activities or you may want to stand for election to the Council of Governors, which works with the Board of Directors.

Children and young people

Our Trust has an excellent reputation for treating children and young people from across Manchester and beyond. It is important to us that they have a voice in the way the services that they use are run and developed. Anyone aged 11 years or over can become a member of our NHS Foundation Trust.



Our priorities

Our priorities for the coming year is to both sustain and engage with our membership community, so that it continues to reflect the communities that we serve. We want as many people as possible to have the opportunity to contribute and be involved in the development of our services that mirror our patients' needs.

Further details of our membership community can be found in our Membership Engagement & Membership Strategy which is reviewed and updated by Governors. A copy is available on our website <http://www.cmft.nhs.uk/foundation-trust/membership> or via the Foundation Trust Membership Office (details below).

How to join...

Anyone aged 11 years or over who lives in England and Wales can become a member of our NHS Foundation Trust. If you, your family, friends or colleagues are interested in becoming a member, please:

- contact the Foundation Trust Membership Office on **0161 2768661** for an application form,
- or join via our on-line Membership Application Form at www.cmft.nhs.uk/foundation-trust/membership.



Nearly
28,000
members



Council of Governors

We have 35 Elected and Nominated Governors on our Council of Governors, the majority of which are directly elected from and by our members. Governors have two main duties; one is to represent the views and interests of our members and the public to make a real difference to our patients and the wider community. The second is to hold the Non-Executive Directors to account for the performance of the Board of Directors.

Governors are therefore the link between our Members, determining their need/ views on the delivery of our services and our Directors who make the decisions and hold responsibility about our services.

From these duties, we have developed an overall Governor aim which is to:

Proactively represent the interests of members as a whole and the interests of the public via active engagement and effectively hold the Non-Executive Directors to account for the performance of the Board of Directors.

We also have 3 key Governor objectives which are:

- 1. Engagement** – Governors being proactive in developing and implementing best practice membership and public engagement methods.
- 2. Assurance** – Governors acting as the link between the Board of Directors and our members by conveying membership or public interests and providing Board performance assurance.
- 3. Development** – Governors being equipped with the appropriate skills and knowledge to fulfil their role

There are a number of ways that Governors share information about the performance and future plans of the Trust, as well as providing opportunities to hear from members and the public. These include newsletters, meetings such as the Annual Members' Meeting or contacting a Governor directly (details can be found on <http://www.cmft.nhs.uk/foundation-trust/council-of-governors/meet-the-governors>).

Governors welcome the views and opinions of members and the public and are encouraged to engage with members and the public via their own networks and local community.

Over the past year, Governors have discharged their main duties by attending regular Performance Meetings in order to review the Trust's performance across patient quality, clinical effectiveness, patient experience, finance and productivity. The monitoring of this information helps Governors to hold Non-Executive Directors to account for the performance of the Board of Directors.

Representing the interests of the members and the public by canvassing and forwarding member and public views to the Board of Directors during meeting attendance.

Working closely with the Board of Directors, Governors were actively involved in the Trust's Annual Forward Plan decision-making process. Governors are also presented with the Trust's progress in attaining its Annual Forward Plan objectives at Governor Development Sessions.

Governors were also encouraged to identify and prioritise quality indicators/ priorities as part of their Annual Forward Planning Workshop and from their suggestions made, agreed a local quality indicator for the forthcoming year.

More information about the role of Governors, members and the Board of Directors can be found in the Annual Report on our website (<http://www.cmft.nhs.uk/your-trust/annual-reports>).





For further information about
the organisation visit our website:

www.cmft.nhs.uk



@CMFTNHS



Central Manchester University
Hospitals NHS Foundation Trust