

# Manchester University NHS Foundation Trust *Strategy 2024-29*

**Where**

**Excellence**

**Meets**

**Compassion**



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## Foreword

### Working together to improve the health and quality of life of our diverse communities.

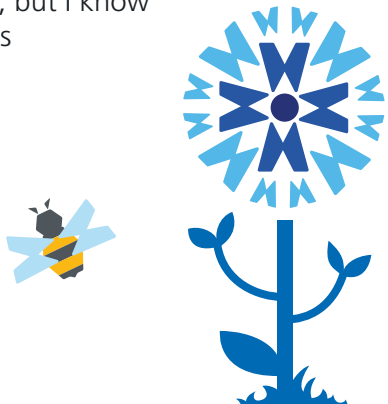
Manchester University NHS Foundation Trust was created in October 2017 with a mission to improve the health and quality of life of the communities we serve. Whilst our mission is still the same, a lot has changed in the last 6 years. Now is therefore the right time for us to consider what we need to do, now and in the future, to deliver it.

I am pleased to introduce our strategy for the next 5 years. This will be the first time that MFT has a single strategy that covers everything that we do as an organisation. We have developed it with support from our staff, patient and community groups and our partners in the health and care system. We believe that having one strategy for the whole of MFT will help us to be clear about what we want to achieve as an organisation, and the things that we will focus on to deliver this.

We have called our strategy *Where Excellence Meets Compassion* because it describes in a few words what we aim to be as an organisation. We aim for excellence in everything that we do, from the care our teams provide in people’s own homes and in our hospitals, the education and training we provide, through to the research and innovation work we do to help shape the healthcare of tomorrow. And we are a caring organisation – we care for people from before they are born to the end of their life.

We have already achieved a lot as an organisation, and we have grown as we have welcomed North Manchester General Hospital and our Local Care Organisations to the MFT family. Our teams have done some remarkable work in the last few years, and in the most difficult circumstances possible through the Covid pandemic. It will not always be easy, but I know that we will all work together to deliver this strategy for all of our communities and patients in the coming years.

**Kathy Cowell OBE DL, Chairman**





# Foreword

As I look back on my first year as Group Chief Executive of MFT, I am proud of our achievements and have a great deal of optimism for the future.

MFT’s distinction lies not merely in our size but in the passion and dedication of our staff, the strength of our partnerships across health and social care, and the diverse range of services we uniquely provide.

Our strategy has been developed through extensive collaboration and is a testament to our collective vision to improve the health and quality of life for the people of Greater Manchester and beyond over the next five years. The connection between the communities we serve, the diversity of our staff, and the distinct identities of our hospitals and Local Care Organisations, has been a recurring theme during the many conversations we have had over recent months. This strength of alignment presents the perfect opportunity to make our shared vision a reality.

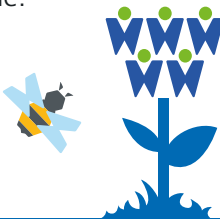
This is, without doubt, a challenging time for the NHS as it responds to some of the most significant issues it has faced since its inception at Trafford General Hospital over 75 years ago. I strongly believe the strengths and capabilities we have developed over the years make MFT one of the best-placed organisations to respond to these challenges and deliver the scale of improvement we can and want to make for our patients and communities.

Our strategic aims are rightly ambitious, but they also reflect the reality of the issues our teams experience and our patients face today. I am delighted with the breadth of perspectives that have helped us to shape our future direction and together we have the opportunity to make a significant difference to people’s lives:

- to help people to live well;
- to provide high quality, integrated care;
- to be a place that people enjoy working and building their career;
- to deliver greater value for our patients and communities; and
- to lead world-class research and innovation.

I am confident that we can deliver the scale of ambition set out in our strategy and I look forward to working with you as we implement *Where Excellence Meets Compassion* over the years to come.

**Mark Cubbon, Group Chief Executive**



# Introducing MFT: *Where Excellence Meets Compassion*

Manchester University NHS Foundation Trust was created in 2017 to ensure that everyone who needs our services receives the same high standard of equitable care regardless of where they are treated. Whilst our organisation is still relatively young, our hospitals and services have been working to improve the health of people in Greater Manchester and beyond since 1752.

Dr Charles White opens the Manchester Infirmary with 12 beds in a small house in the city centre.

This will one day move to a bigger site and become the Manchester Royal Infirmary (MRI).



The Manchester Institution for Curing Diseases of the Eye opens, becoming the Manchester Royal Eye Hospital (MREH) in 1867.

1814



Florence Nightingale writes to commend the architect of Chorlton Union Hospital, which would later become Withington Hospital.



1865

Springfield Hospital is built.

1853



Monsall Hospital opens in North Manchester for people with infectious diseases.

1871



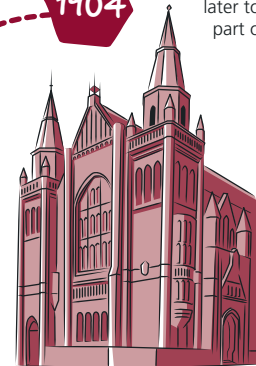
Crumpsall Hospital is built.

1876



Victoria University (later to become the University of Manchester) is the first in Britain to offer an honours degree in pharmacy.

1904



Booth Hall Infirmary is built, later to become part of RMCH.

1908



Baguley Emergency Hospital is built to house the Emergency Hospital Service for WW2. In 1952 this becomes Wythenshawe Hospital.

1939



1948



The National Health Service (NHS) is established. The first NHS hospital opens at what is now Trafford General.

1953

The first specialist children's burns unit in the country opens at Booth Hall Children's Hospital.



The first full-time child psychiatrist appointed at Booth Hall Children's Hospital.



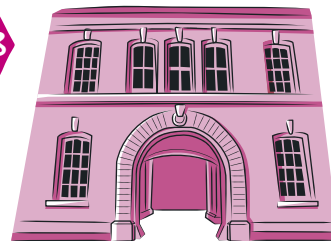
Manchester Dental Hospital is established, later becoming University Dental Hospital of Manchester.

1883



The Prestwich Union Workhouse is built, later becoming part of North Manchester General Hospital (NMGH).

1868



Lloyds Fever Hospital established, later rebuilt as Altrincham Provident Dispensary and Hospital.

1853



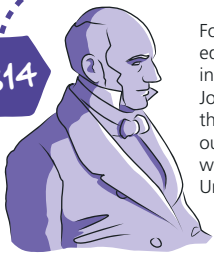
The Dispensary for Children is founded at Ridgefield, Manchester. It moves to Pendlebury Hospital in 1873 – becoming the first hospital in the country dedicated to treating children – later becoming part of the Royal Manchester Children's Hospital.

1829



1814

Formal medical education begins in Manchester when Joseph Jordan opens the first anatomy school outside of London, which later become the University of Manchester.



1790

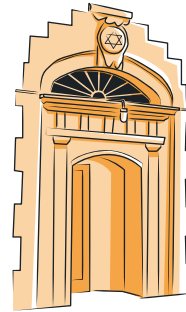


The Lying-in Hospital, now known as St Mary's Hospital, is founded.

1752

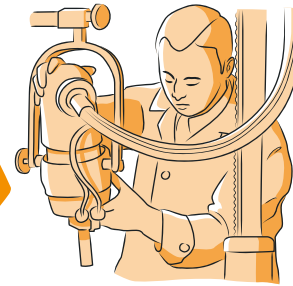
The Victoria Memorial Jewish Hospital is opened in Cheetham Hill.

1904



The Manchester Babies Hospital is founded by Dr Catherine Chisom.

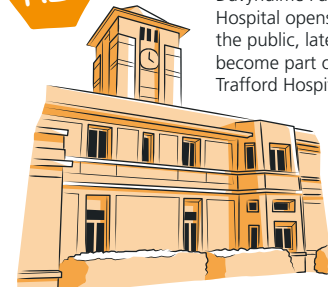
1914



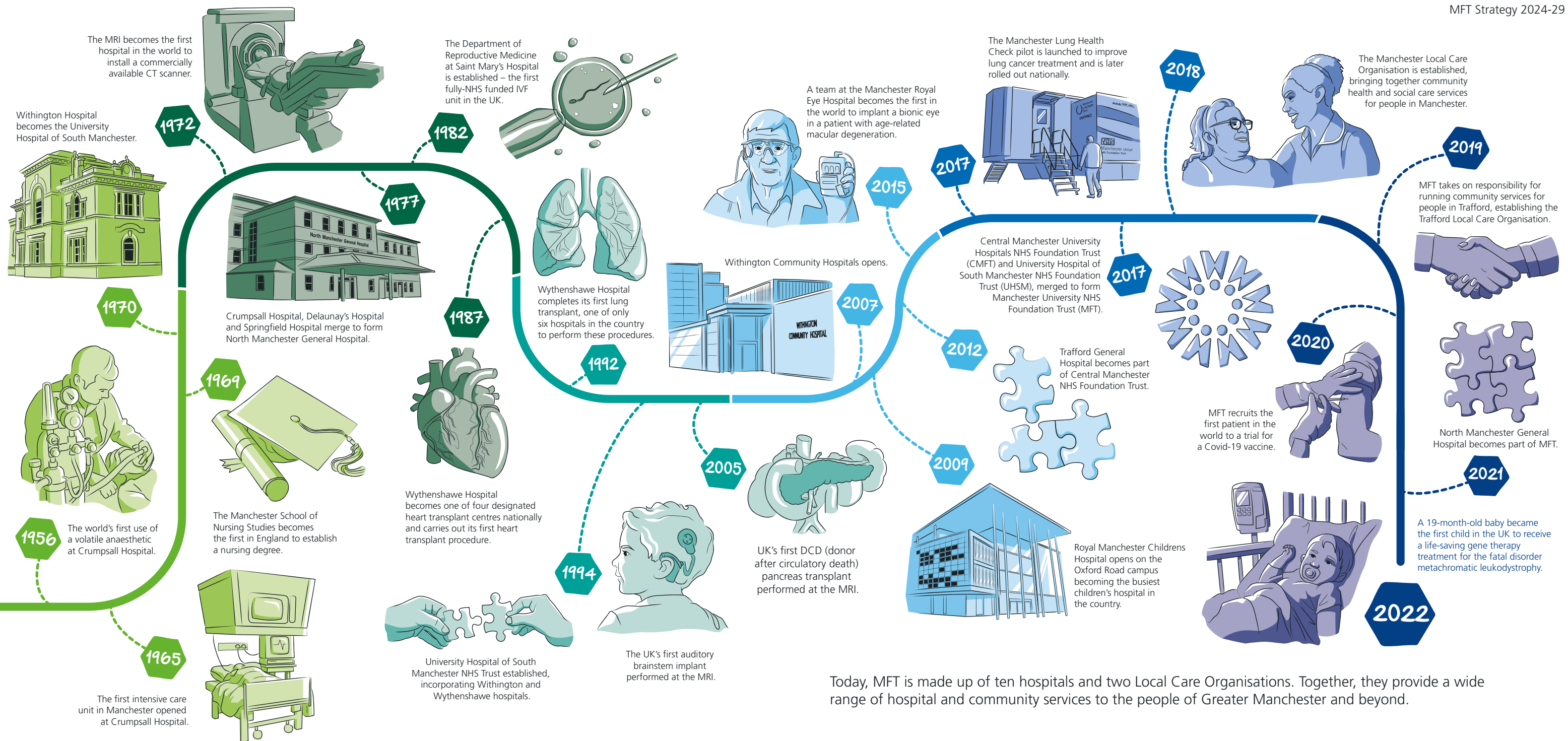
The Manchester and District Radium Institute, which later becomes The Christie Hospital, is established at the MRI.

Davyhulme Park Hospital opens to the public, later to become part of Trafford Hospital.

1929







Today, MFT is made up of ten hospitals and two Local Care Organisations. Together, they provide a wide range of hospital and community services to the people of Greater Manchester and beyond.

**19 out of every 100**  
working age non-students  
were economically inactive.

GM has the **fastest growing**  
population of any city region in England  
(36.3% growth from 1991 to 2021)

**9.3%** (240,977) said they had a  
health condition or illness that limited  
their day-to-day activities 'a lot'.

**28.7%** of people from Asian,  
Black, Mixed and 'Other' populations  
**up from 20.2%** in 2011.

**Greater  
Manchester**

**6.6%** of residents said  
their health was 'bad' or  
'very bad' in Greater Manchester  
in 2021 compared with **5.3%**  
in England as a whole.

Population growth of **13%** since the 2011 census.

**615k** people expected to  
live in Manchester by **2043**.

**43.3%** of year 6 children  
living with overweight or obesity.

**122 areas** in the most deprived  
10% nationally. 0 in the least deprived 10%.

**6.6%** people  
diagnosed with diabetes.

Young population  
but aging; **>50%**  
increase in over 65s  
by **2043**.

Healthy life  
expectancy of  
**66.3 / 66.9**  
(male / female)

**1.4%** of people  
diagnosed with high  
blood pressure.

**32.5%** of year 6 children  
living with overweight or obesity.

**6.7%** people  
diagnosed with  
diabetes.

**Trafford**

Life expectancy  
at birth of  
**80**  
(10 year variation  
depending on  
where you live)

**7 areas** in the most  
deprived 10% of areas nationally.  
**31%** in the least deprived.

Most **affluent** borough  
in GM, but this average masks  
some areas of very low income.

Population growth of **3.7%**  
since 2011, much of which has  
been in older age groups.

Most residents are  
**white (77.8%)**,  
down from 85.5% in 2021.

**Manchester**

**48,555**  
children living  
in relative  
poverty.

Healthy life  
expectancy of  
**61.2 / 59.7**  
(male / female)

Life expectancy at  
birth of **75.6**  
(10 year variation  
depending on  
where you live).

**10%** of people  
diagnosed with  
high blood pressure.

**51%** of residents are from  
Black, Asian or other ethnic minorities.

## Our Communities

Whilst we provide services to people from all over England, the majority of people using our services come from Greater Manchester, particularly Manchester and Trafford. Greater Manchester is a vibrant and diverse place. Over the years it has led the world in social, cultural, technological and industrial revolutions. Today, it has a thriving local economy and has been one of the country's fastest growing city regions in recent years. But it is also a place of significant inequality, with some of the most deprived areas in the country and health outcomes that are worse than the England average. Our strategy will build on the strengths of our city region and will need to address some of the challenges that it faces.

- Manchester is the most deprived borough in Greater Manchester whereas Trafford is the most affluent. Manchester has some of the poorest health outcomes in the country. In Manchester, Trafford and the surrounding areas there are significant inequalities in wealth and health outcomes.
- The number of people living in Greater Manchester is growing. Significant growth is expected, particularly in the City of Manchester.
- The population is getting older. Whilst the proportion of people aged 65 and over is expected to grow everywhere in the coming decades, the birth rate in Manchester is also rising, signalling an increase in the number of children and young people in the coming years.
- Greater Manchester is becoming more diverse, with people from a wide range of identities and backgrounds making it their home. Almost 200 languages are spoken by Greater Manchester residents.
- In Manchester and the surrounding areas, people die younger and spend more of their lives in poor-health than in the rest of the country. In both Manchester and Trafford life expectancy and healthy life expectancy are significantly lower for the most deprived people than they are for the least deprived.
- Some health conditions are more common, particularly in Manchester, than in other parts of the country. Adults in Manchester are more likely to have conditions such as heart and lung disease, cancer, diabetes, and musculoskeletal (e.g. back and joint pain). Children in Manchester are more likely to be living with overweight or obesity, have asthma, diabetes and dental decay than young people elsewhere in England.

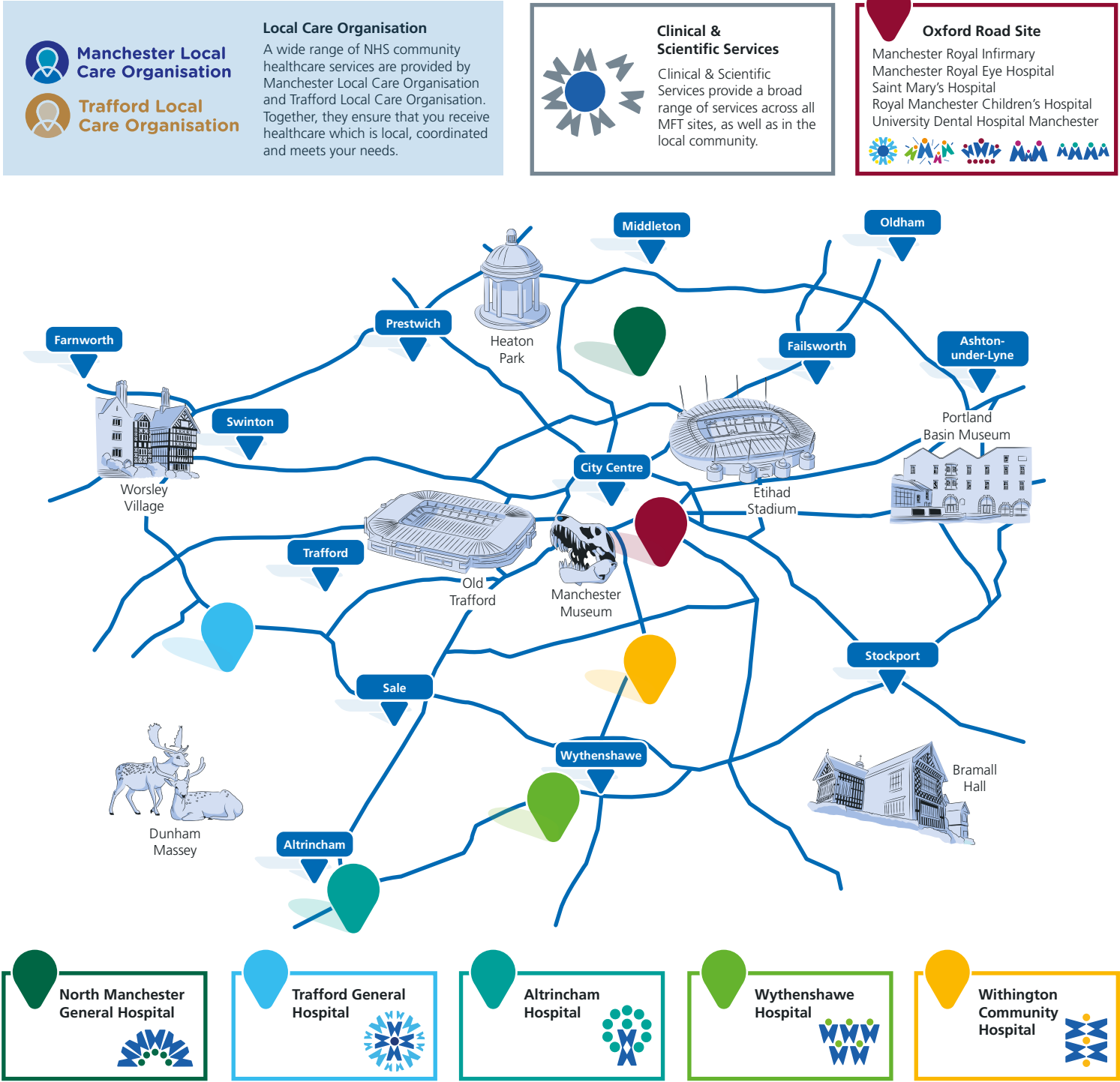
# The Services We Provide

Our teams provide a full range of community and hospital services to the people of Greater Manchester and beyond:

- We provide integrated community care to people in Manchester, Trafford through our Local Care Organisations and Integrated Neighbourhood Teams.
- We provide local hospital services to almost 1 million people, including accident and emergency, diagnostic tests, outpatient appointments and day case surgery.
- We are the biggest provider of specialised services in England – which includes major surgery and highly specialised medicine. People come from across the United Kingdom to receive care at our hospitals.
- Our teams support people with both their physical and mental health, including mental health services for children and young people.

We provide care for people before they are born right through to the end of their lives.

MFT has a strong reputation as a leading trust for research in the North West of England, recruiting more people to research studies than any other provider in the region, with the second highest number of participants recruited nationally. This allows us to give the people who access our services and our communities access to the very latest treatments and innovations.





# Our People and Partners

As a provider of health and care services it is our people – our staff – who make MFT the organisation that it is.

As one of the largest acute trusts in the UK we are a big team with over 28,000 staff including more than:

- 9,500 nurses and midwives
- 6,000 admin and clerical staff
- 2,600 medical and dental staff
- 2,000 allied health professionals (such as physiotherapists)
- 1,000 healthcare scientists

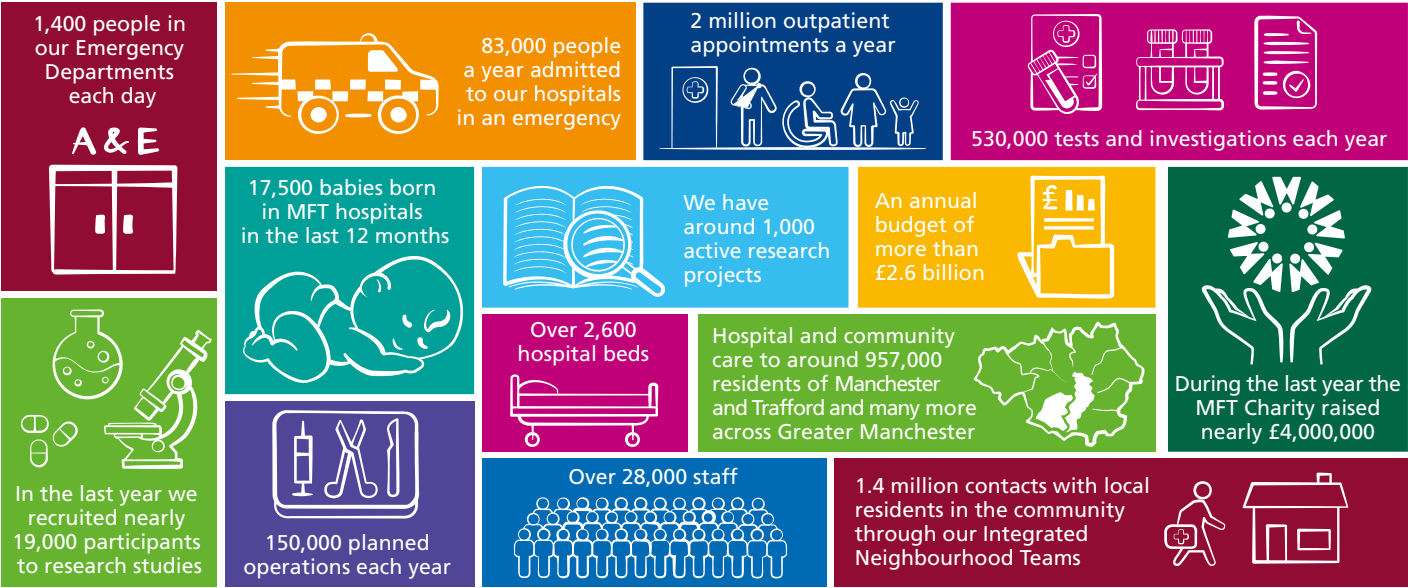
There are also 8,000 people who either work or train at MFT but are employed by other organisations, including healthcare professionals who are with us as part of their education and training. This includes:

- 1,900 catering, portering, security, domestic and other staff
- 6,400 student nurses, midwives and allied health professionals
- 800 medical students
- 1,200 doctors in training

Whilst we are a big team here at MFT, we cannot do what we do without working closely with other organisations. These partnerships are key and involve collaboration with colleagues from across primary care (for example, GPs), other hospitals, and Local Authorities, as well as from the voluntary, charitable, and social enterprises sector, through the Greater Manchester Integrated Care Partnership.

- Manchester and Trafford Local Care Organisations work alongside Local Authority colleagues to provide NHS and adult social care to local people. Through our Neighbourhood Teams and Hospital at Home services, we collaborate with primary care networks to establish more streamlined services and outcomes for patients.
- We work closely with local NHS and voluntary, community and social enterprise (VCSE) colleagues as part of locality boards in Manchester and Trafford, as well as with other Greater Manchester localities.
- We are part of the Greater Manchester Trust Provider Collaborative which brings together NHS providers from across the city-region.
- We have strong relationships with our university partners, working together on research and education.

- Our size, scale and expertise allow us to proudly host organisations such as:
  - > Health Innovation Manchester, with which we work closely on research an innovation
  - > Various National Institute for Health Research (NIHR) programmes including The Manchester NIHR Biomedical Research Centre, The Manchester NIHR Clinical Research Facility, the NIHR HealthTech Research Centre and NIHR North West Regional Research Delivery Network
  - > The North West Genomic Laboratory Hub and Genomic Medicine Service Alliance.
- We work with a range of strategic partners on research, innovation and local development, for example through our CityLabs developments.



With our strong community connections; wide range of services; and fantastic staff and partners, MFT is uniquely placed to provide equitable high quality care, offer rewarding careers and training opportunities, and deliver world-class research and innovation.

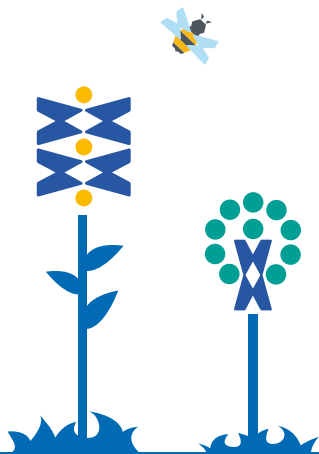
# Why Have We Developed This Strategy?

A lot has changed since MFT was formed back in 2017: the Covid pandemic, changes to the way the NHS is organised and the addition of both North Manchester General Hospital and the Trafford LCO to the MFT family.

The effects of the pandemic in particular mean that the NHS is now arguably in a more difficult position than at any time before. But whilst the challenge has grown since 2017, so have the opportunities. All of this means that we are going to have to work differently as an organisation to deliver for our patients, our communities and our people. We talk more about some of these specific challenges and opportunities later in this document.

Now is therefore the right time for us to consider what we need to do in the coming years to deliver our mission: to work together to improve the health and quality of life of our diverse communities.

We believe that having a single strategy for our organisation will help to provide the clarity we need for ourselves, our communities and our partners about what we are trying to achieve and where we will focus our efforts over the next five years.





## How Have We Developed Our Strategy?

Over the past six months, we have developed our strategy through conversations with our staff, governors, members, partners and patient groups. Through the process we have asked three key questions:

1. What are we trying to achieve as an organisation – what are our aims?
2. What are the key challenges and opportunities that might help or stop us from achieving these aims?
3. How should we respond to these challenges and opportunities – what action should we take?

We established 4 reference groups that met several times during the process and brought different points of view to the work:

### Patient Representatives Reference Group

Our Patient Representatives Reference Group brought together representatives of different groups and communities from across our population. The group emphasised the importance of the local services that we provide, the need for people to be able to trust us as an organisation, the accessibility and equity of our services.

### Staff Reference Group

Our Staff Reference Group brought together colleagues from across our organisation, including our staff governors and staff side representatives. It emphasised the need for our strategy to be simple and meaningful, to make clear that colleagues are valued and supported, and that we live by our MFT values.







## How Have We Developed Our Strategy?

### Clinical and Academic Reference Group

Our Clinical and Academic Reference Group was made up of clinicians and academics from within MFT and also partner organisations such as universities and Health Innovation Manchester. The group emphasised the ambition and confidence that we should show in our strategy. It stressed that being ‘world-class’ can apply to the delivery of local services as well as our specialised services. Emphasising our role in education and training in our strategy was another key message, as was the connection that service users and colleagues have with our individual hospitals.

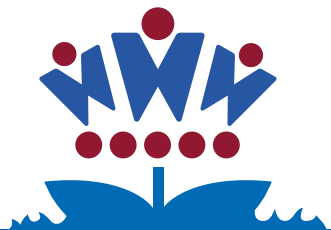
### External Partners Reference Group

Our External Partners Reference Group was made up of colleagues from other health and care organisations, including GM Integrated Care Board, Manchester and Trafford Local Authorities and NHS England. It emphasised the important role that MFT can play in preventing ill health and that we can use our influence to benefit the whole health and care system locally.

We invited a number of leading experts from outside our organisation to talk to us about topics such as health inequalities, national policy, primary care and digital technology, which helped to inform and challenge our thinking.

We also surveyed our colleagues and members at key points in the process to get their views on what our aims should be as well as the key challenges and opportunities facing MFT. Our leadership teams and our team of change agents also supported a range of additional local conversations to help reach as many people as possible.

All of these discussions and the feedback we have received have helped us to form our strategy.



# Challenges and Opportunities

As we developed our strategy we identified the challenges and opportunities to which we will need to respond if we are going to be successful. Doing this gave us some key areas to focus on as we considered our objectives and actions.

## Challenges

- Demand for our services is high and is expected to keep rising. If we cannot keep up with the rising demand, it is likely to affect the quality of care that we provide, the satisfaction of our staff, our finances and our research and innovation work. Reasons for the high demand include:
  - > The overall health of people in Greater Manchester is worse than it is in other parts of the country
  - > The gap between people with the best health and those with the worst is also wider than other parts of England and has worsened in recent years. The Covid pandemic exposed and added to inequalities in health and wider society
  - > People are expected to live longer, with more time spent in poor health and with more than one illness, increasing the demand for our services
  - > The number of people living in Greater Manchester is expected to rise significantly in the next decade. Wider public services, such as General Practice (GPs) and social care, are also under pressure
  - > We had to pause a lot of our services during the pandemic so we could treat people with Covid. Despite a lot of hard work over the last few years, we still have more people on our waiting lists and longer waiting times than we would want
  - > Wider public services such as social care are experiencing increasing demand and funding pressures. This is forecast to continue in the coming years.
- It has been a difficult few years for our staff with the Covid-19 pandemic and the massive efforts that have been made to recover our services since. Whilst a lot has been done to improve the support we give to staff, this has affected people’s health and wellbeing.
- There is a limited number of healthcare professionals and, whilst we have been successful in attracting people to work at MFT, there is a global shortage in some key areas such as nursing. Sickness rates at MFT are higher than we would want – in part reflecting the health of our local communities – as are our turnover rates.





## Challenges and Opportunities

- Whilst we have people from all backgrounds and identities working at MFT, the diversity of our workforce still does not match the diversity of our communities. We know, for example, that people from ethnic minority backgrounds and those with disabilities have poorer experiences at work and are under-represented at senior levels.
- Public finances are under pressure. Our funding has grown more slowly than our costs. We expect this pressure to continue in the coming years, as well as the difficulties we experience in accessing capital funding (which is used to pay for building work and equipment, for example). All of this means that our financial position is now the most challenging it has been for years.

### Opportunities

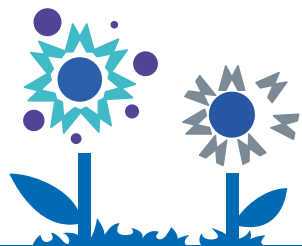
- Advances in science and technology (such as digital technology, artificial intelligence and genomic medicine) offer ways to make services more personalised, and to improve outcomes, patient experience and our value for money.
- We have a new Electronic Patient Record (EPR) which is transforming how we deliver our services and gives us the opportunity to become a truly information-driven organisation.
- An increased focus on supporting healthy living and preventing illness can help to improve people's lives and reduce demand on healthcare services.
- There is an opportunity to further integrate care. Integrated Care Systems have been introduced across the NHS which are supporting closer working with primary care (e.g. GPs), city councils and the voluntary sector.
- There is an increased focus an energy around tackling inequalities that exist for our patients and in our communities.
- Proposed changes in the NHS Long-Term Workforce Plan offer opportunities to increase the number and skills of NHS workers, and to introduce innovative new roles. Creating a more diverse workforce at all levels can help to improve outcomes for people using our services.





## Challenges and Opportunities

- We can be more productive, getting better value for our patients and communities by working differently.
- Involving people, from all backgrounds, in their care and how we deliver our services can make them more equitable, effective and personalised.
- The size of MFT and range of services that we deliver gives us opportunities to improve outcomes, address inequalities, reduce variation, increase value for money, and make our services more seamless. It also means we can influence plans at a national and regional level for the benefit of our communities.
- We have welcomed colleagues at North Manchester General Hospital to MFT – and have plans to build a new hospital there – giving us more opportunities to improve lives in our local communities through new jobs, housing and high-quality services.
- As well as our Manchester Local Care Organisation (LCO), we have established the Trafford LCO, giving us the opportunity to support people to live well in Trafford, and to better co-ordinate care when it is needed.
- Our strength in research and innovation can help us to improve our services, improve health outcomes, address inequalities and attract staff.
- Our role as a large employer and training organisation, as well as the money we spend each year, gives us the opportunity to contribute to local health and wellbeing by providing high quality local jobs; supporting local economic development; and contributing to a greener, more environmentally-friendly future.





## What Does Our Strategy Say?

Our strategy confirms our mission to work together to improve the health and quality of life of our diverse communities.

It sets out:

- Five **strategic aims** and the difference that we will make in delivering them.
- 11 **objectives** that describe the things that we will do in the coming years to deliver our aims.
- Specific **actions** under each objective that we will prioritise as we deliver our strategy.

Our aims, objectives and action will shape the work that we do over the next five years as an organisation, both as teams and as individuals. The appendix on page 64 explains in more detail how we will make sure that everyone feels part of delivering our strategy together and understands their role.

A summary of our strategy and our values can be found on page 34-35.





# Refreshing Our Values

At the same time as developing our strategy we have refreshed our MFT values – the principles that guide the way we work each day. Given the scale of the challenge – and of our ambition – it is important that we create the right conditions for our staff to do what we ask of them. Refreshing our values is just one part of an important piece of work we are doing to change and improve the culture of our organisation.

Our organisational values were originally developed as part of MFT’s creation back in 2017, with input from our staff and local people. We have recently engaged further with people from across our organisation to refresh these values so that they reflect the things that are important to us today. People told us that they believe in the values that we have but wanted to make them more meaningful, both in how we describe them and how we all demonstrate them in our actions.

Set out below are the refreshed values that we have developed through this engagement:



A fifth value – we are curious – has been added. It reflects how we are always searching for ways to learn and improve, as well as the work we do on research, innovation, education and training.

We have used these values to inform the aims, objectives and values that make up our strategy.





# OUR MISSION Working together to improve the health and quality of life of our diverse communities

## OUR VALUES Our mission is underpinned by our five core values.

We Are  
Compassionate

We Are  
Curious

We Are  
Collaborative

We Are  
Open & Honest

We Are  
Inclusive

Work with  
partners to  
help people  
live longer,  
healthier lives



More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.

We will work with partners to target the biggest causes of illness and inequalities, supporting people to live well from birth through to the end of their lives, reducing their need for healthcare services.

We will improve the experience of children and adults with long-term conditions, joining-up primary care, community and hospital services so people are cared for in the most appropriate place.

Provide high  
quality, safe  
care with excellent  
outcomes and  
experience



More people recommending MFT as a place to be treated.

We will provide safe, integrated, local services, diagnosing and treating people quickly, giving people an excellent experience and outcomes wherever they are seen.

We will strengthen our specialised services and support the adoption of genomics and precision medicine.

We will continue to deliver the benefits that come with our breadth and scale, using our unique range of services to improve outcomes, address inequalities and deliver value for money.

Be the place  
where people  
enjoy working,  
learning and  
building a career



More people recommending MFT as a place to work.

We will make sure that all our colleagues feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness, helping everyone to reach their potential.

We will offer new ways for people to start their career in healthcare. Everyone at MFT will have opportunities to develop new skills and build their careers here.

Ensure value  
for our patients  
and communities by  
making best use of  
our resources



Make the biggest possible difference with the resources we have by delivering our financial plans.

We will achieve financial sustainability, increasing our productivity through continuous improvement and the effective management of public money.

We will deliver value through our estate and digital infrastructure, developing existing and new strategic partnerships.

Deliver  
world-class  
research & innovation  
that improves  
people's lives



More people participating in and benefitting from world-class research and innovation.

We will strengthen our delivery of world-class research and innovation by developing our infrastructure and supporting staff, patients and our communities to take part.

We will apply research and innovation, including digital technology and artificial intelligence, to improve people's health and the services we provide.

# Our Aims



Through engagement with our members, governors and staff, we have developed five strategic aims for our organisation. They describe the outcomes that we want to achieve for our communities, patients and the people we work with over the next five years.

For each aim, we have described what they will mean for you – as someone who uses our services, or as a member of staff – and for us as an organisation.

We have also identified the difference we want to make in delivering our aims. This will help us to measure how successful we have been in putting our plans into action. Where possible, we will also measure how well we are delivering our aims in an equitable way for all people, whatever their background or identity. For example, we will look at the experience of people from ethnic minorities, with disabilities and with other identities or backgrounds through our staff surveys.

Our aims are ambitious. They describe the improvements we want to make over the next five years. Some of these will take more time to deliver than others, and progress might not always be straightforward, but we are committed to working together to improve the services that we offer.

## 1



**Work with partners to help people live longer, healthier lives**



### What this means for you:

We will work with you to support you to stay healthy and avoid illness so that you can live longer, with more of your life spent in good health.

### The difference we aim to make:

More people being supported to live healthy lives in the community with fewer people needing to use healthcare services in an unplanned way.

### What this means for us:

We will work together with patients, our communities and our partners – in primary care, localities, Local Authorities, and the VCSE sector for example – to support healthy living in its widest sense and prevent illness in a joined-up way.



2

**Provide high quality, safe care with excellent outcomes and experience**

**What this means for you:**

When you are ill, we will work with you to understand what is wrong and the options that you have. If you want treatment, we will treat you as quickly as possible, with care and compassion, helping you to get back to good health or to live your life well with your condition. Our services will be of the same high standard in all our communities and across all our hospitals.

**What this means for us:**

We will engage our communities and patients in the planning and delivery of our services, finding new ways of delivering equitable, safe, high-quality care. We will take pride in delivering excellent local and specialised services, organising ourselves so that we can provide the best possible care across the whole of MFT to address health inequalities.

**The difference we aim to make:**

More people recommending MFT as a place to be treated.

3

**Be the place where people enjoy working, learning and building a career**

**What this means for you:**

If you work or train here, you will feel valued and supported to deliver the best possible services to our patients and colleagues. You should feel supported to stay here and to build a career. If you are looking for a new job, you will want to come to work here.

**What this means for us:**

We will listen to our colleagues and make sure they feel supported by acting on their feedback. We will embrace diversity and strive for inclusion so that all our communities can trust us and everyone feels that they can truly belong at MFT. We will offer people different ways to start and develop their career with us.

**The difference we aim to make:**

More people recommending MFT as a place to work.



4

**Ensure value for our patients and communities by making the best use of our resources**



**What this means for you:**

You will receive the best possible support and care because we get the most out of every pound that we spend.

**What this means for us:**

We will make the biggest possible difference to people's lives as one of the most productive NHS providers, finding ways to continually improve our services. We will deliver on our financial plans, making the best use of our people's time, technology and our buildings.

**The difference we aim to make:**

Make the biggest possible difference with the resources we have by delivering on our financial plans.

5

**Deliver world-class research and innovation that improves people's lives**



**What this means for you:**

It will be easier for you to take part in research and innovation, and we will work with our communities to make sure that it is aimed at the things that are important to you. When you use our services you can access the latest treatments to improve your health. If you work here, you can be involved in a wide range of research and innovation which helps to transform healthcare locally, nationally and internationally.

**What this means for us:**

We will work with our diverse communities and our teams to make sure that research and innovation helps us to address the challenges that we face, and that we improve the diversity of those involved. We will make it easier for colleagues to take part, with more people leading research and exploring careers as clinical academics. We will apply our research, innovation and technology to improve the services that we deliver.

**The difference we aim to make:**

More people, from all backgrounds, participating in and benefitting from world-class research and innovation.







# Our Objectives and Actions



To help deliver our aims we have agreed 11 objectives and identified a small number of priority actions under each objective. These actions do not cover everything that we are doing as an organisation, but they will be our areas of focus in the coming years as we believe they will make the biggest difference.

Because we want to be specific about the things that we will do, the actions focus more on what we want to achieve over the next two to three years. We will therefore review our actions each year as part of our annual planning process, and formally refresh them after two years so that our strategy stays up-to-date and relevant.

Whilst our objectives and actions refer to specific services and programmes of work, they also provide a framework to guide all our plans across the whole of MFT. Different objectives and actions might be more relevant for some of our teams than others, but everyone across our organisation should see something in the strategy that reflects the important work they do at MFT.

## 1

We will work with partners to target the biggest causes of illness and inequalities, supporting people to live well from birth through to the end of their lives, reducing their need for healthcare services.

To deliver this objective, we will prioritise the following actions

- Improve equity, access and the quality of care in our maternity services by developing personal care pathways for women and families who we know have poorer outcomes. For example, black and Asian women, those from other minority ethnic backgrounds and from more deprived areas.
- Play a leading role in delivering joined-up physical and mental health services for families, children and young people, working with Local Authority partners to develop and deliver integrated plans.
- Increase the number of public health interventions that we deliver across MFT, such as referrals to smoking cessation and other preventative services, making every contact count.
- Support earlier detection and better outcomes by improving the uptake of our screening programmes – such as Targeted Lung Health Checks – in an equitable way. Ensure that the right diagnostic and treatment capacity is in place to support people who need subsequent care.
- Improve the identification of people with frailty through better links with Neighbourhood Teams so that we can improve the support we provide. Support older people accessing our services to live a full and healthy life by offering improved information and educational resources.
- Make sure that people who tend to experience poorer outcomes are appropriately prioritised on our waiting lists, using public health intelligence to inform clinical prioritisation.
- Address health inequalities by working with under-served communities to improve things like bowel cancer screening, hypertension and diabetes services, fully embedding our Integrated Neighbourhood Teams and their work with primary care, Local Authority and VCSE colleagues. Extend this approach to asthma in children and young people, and to other screening and immunisation programmes.



2

We will improve the experience of children and adults with long-term conditions, joining-up primary care, community and hospital services so that people are cared for in the most appropriate place.

To deliver this objective, we will prioritise the following actions

- Work with commissioners and locality partners to roll out our Hospital@Home services for adults and children, and to demonstrate how these services can improve care and reduce demand on local services by delivering care and support in people's own homes.
- Improve the identification of patients with multiple long-term conditions so that we can better co-ordinate appointments and care across multiple specialties, providing a more personalised experience.
- Work with colleagues in primary care to develop and implement plans to improve the interface with MFT services, improving the experience for patients and reducing steps that may contribute to delays.
- Work with commissioners and locality partners to ensure that access to services across our communities is consistent, whilst being tailored to local need, embedding a core community health offer that fits with wider community services.
- Offer a greater range of tests and pathways to people closer to their home by fully establishing our Community Diagnostic Centres.
- Build on research and innovation work to implement wearable and implanted devices to monitor patients with long-term conditions such as mental health, respiratory, heart disease and diabetes.

3

We will provide safe, integrated, local services, diagnosing and treating people quickly, giving people an excellent experience and outcomes wherever they are seen.

To deliver this objective, we will prioritise the following actions

- Improve the way that we routinely involve people with decisions about how we plan and deliver our services by establishing a network of patient and communities groups across the organisation. Build on our relationships with external groups, including through our VCSE leaders forum, to ensure broader community involvement.
- Increase the number of patient safety representatives attending key meetings, and the number of safety champions we have in post across the organisation.
- Improve patient experience through a focus on better communication, food and hydration and pain relief.
- Ensure that every patient-facing team at MFT has a process through which they analyse feedback from people that use our services and make changes to improve the service they offer.
- Reduce episodes of avoidable harm in our hospitals through a focus on preventing pressure ulcers, falls and missed doses of critical medicines.
- Improve patient outcomes and reduce the burden of antimicrobial resistance by promoting the prompt switching of intravenous to oral antibiotics and reducing the use of 'watch and reserve' antimicrobials across MFT.
- Continue to review harm to patients waiting for planned care and use the learning to identify and appropriately prioritise patients on our waiting lists with known risk factors.
- Make the best use of our outpatient capacity by supporting attendance, and maximising advice and guidance services, virtual clinics and patient-initiated follow-up.
- Reduce the time that people wait for diagnostic tests and for these tests to be reviewed by a clinician by better balancing our capacity with demand across MFT, improving our booking and scheduling processes and the use of technology.
- Reduce waiting times for planned treatment through improved utilisation and productivity of our theatre lists, allowing us to treat more patients within MFT. Complete the establishment of the Trafford Elective Hub and roll-out good practice on patient pathways across other MFT sites and beyond.
- Reduce the amount of time people stay in our hospitals and waiting times for urgent care, working with partners on key programmes to improve flow through hospital and community services.

## 4

We will strengthen our specialised services and support the adoption of genomics and precision medicine.

To deliver this objective, we will prioritise the following actions

- Help to deliver high quality, sustainable regional services by centralising care in some areas, for example, in Cardiac Surgery and Vascular Surgery.
- Use the range and scale of services that we offer to develop high quality specialised services, for example, in Cancer Surgery and Transplant services.
- Maintain our regional centres, providing leadership and support across Greater Manchester and beyond in areas such as Children's, Ophthalmology and Respiratory services.
- Increase adoption of genomic medicine across specialties at MFT, bringing genomic testing earlier in patient pathways and applying pharmacogenomics. Support wider regional adoption through hosting the North West Genomic Medicine Service Alliance.
- Build on our position as being at the forefront of genomic testing nationally by developing new services such as circulating tumour DNA testing and leading work on pharmacogenomics. Develop plans in other advanced diagnostic disciplines such as metabolomics, proteomics and integrative diagnostics.
- Continue to be a leading provider nationally of cell and gene therapies, and other advanced therapies, in both service and research. Develop a long-term plan to consider our future capacity and potential strategic partnerships.
- Develop our strategy for robotic assisted surgery across MFT and deliver a viable short-term plan to maximise the use of our existing surgical robots and grow our robotic capacity in the future.

## 5

We will continue to deliver the benefits that come with our breadth and scale, using our unique range of services to improve outcomes, address inequalities and deliver value for money.

To deliver this objective, we will prioritise the following actions

- Ensure equitable access and outcomes for patients across MFT by establishing networked or single services in key specialties. Finalise the integration of services at North Manchester General Hospital, delivering models of care that meet people's needs, address inequalities and are financially sustainable.
- Work together with other providers, the Trust Provider Collaborative and other partners to help make sure that services across Greater Manchester are sustainable.
- Maximise clinical effectiveness and efficiency, whilst ensuring local access wherever possible, by agreeing and implementing our plans for which services will be delivered from which MFT sites.
- Develop an effective operating model for MFT that will help us to deliver the benefits that come with our size and scale.



## 6

We will make sure that all our colleagues feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness, helping everyone to reach their potential.



To deliver this objective, we will prioritise the following actions

- Ensure that every team has effective ways of engaging and involving all staff in decisions which affect them, to listen to their ideas and learn from their experience, so that we can improve services for patients and their families and the working lives of staff.
- Respond to issues raised in staff surveys, workforce equality standards, and listening events by co-producing MFT-wide improvement plans, with an initial focus on food provision, car parking, flexible working, health and wellbeing, support for managers and career development.
- Promote a safe, open and transparent working environment which encourages staff to raise concerns directly within their team, whilst ensuring that other routes are available for staff to raise concerns where necessary.
- Update priorities and plans within the MFT Equality, Diversity and Inclusion (ED&I) strategy *Diversity Matters*, ensuring that everyone has a personal objective on ED&I appropriate to their role, creating a working environment where everyone has a sense of value and belonging.
- Implement plans to reduce pay gaps with respect to race, disability and gender, fulfilling and, where possible, exceeding obligations for all staff with protected characteristics.
- Embed our values and behaviours across the organisation so that they are understood and role-modelled by all staff, promoting compassionate leadership and teamwork in all areas through the *Civility Saves Lives* programme.
- Deliver our ongoing culture change programme, working with our team of Change Agents on three-year cycles of cultural improvement.
- Implement, monitor and enhance compliance against our Violence Response and Sexual Conduct Charters, ensuring colleagues receive the training and support required, including our approach to trauma informed care.
- Support healthy living, address health inequalities and improve attendance by promoting staff health and wellbeing services through initiatives such as Health and Wellbeing Champions and the *Colleague Community* initiative. Increase the range of preventative services available to staff such as on-site cancer screening.

## 7

We will offer new ways for people to start their career in healthcare. Everyone at MFT will have opportunities to develop new skills and build their careers here.



To deliver this objective, we will prioritise the following actions

- Develop a workforce planning framework and associated skills to help predict our future workforce needs to deliver high quality care now and, in the future, aligned to MFT strategy and annual plans.
- Co-design a workforce, education and training plan which ensures we have the appropriate mix of skills within teams (utilising apprentice, assistant, advanced and associate practitioner roles), making best use of the apprenticeship levy to improve development opportunities and career pathways for our current and future employees.
- Build a supportive environment for our students and professionals-in-training, responding to feedback and developing innovative ways to increase capacity for supervision.
- Work with local schools and colleges to promote careers in health and care, continuing to build an inclusive community-based approach to recruitment, on-boarding and induction.
- Embed fair and inclusive recruitment practices that promote diversity at all levels, target under-represented groups, and ensure that careers in healthcare are open to all. Improve representation of people from an ethnic minority background at senior levels.
- Work with managers to ensure proactive and efficient processes are in place for recruitment, onboarding and induction, so that all vacancies are filled as swiftly as possible. Develop a tailored approach for colleagues joining from overseas.
- Invest in collective and compassionate leadership and team development models so that our managers at all levels are confident in demonstrating the knowledge, skills and behaviours expected of them and can be the best versions of themselves in their jobs.
- Improve our understanding of avoidable staff turnover to help find ways keep retain the people and skills that we need.



8

We will achieve financial sustainability, increasing our productivity through continuous improvement and the effective management of public money.

To deliver this objective, we will prioritise the following actions

- Use our new Hive EPR system to help get the best value for patients from our clinical activity, for example, ensuring that the diagnostic tests that we provide have a strong evidence base and will help in clinical decision-making.
- Work with partners across the system to make the best use of all the resource available, for example, by supporting work to improve prescribing and the use of medicines within in hospitals, community services and primary care.
- Standardise policies and practice across MFT where this can help to deliver value. Identify opportunities to use our scale to deliver better value on products that we buy with an initial focus on theatres, urgent care and maternity services.
- Deliver a programme of engagement for staff so that everyone understands the part they can play and is engaged in making the best use of our resource.
- Carry out post-implementation reviews on all major projects and investments to ensure that the benefits forecast in business cases are delivered.
- Continue to develop strategic partnerships with suppliers through our Procurement Partners Programme and exploring ways that these partnerships can deliver additional value.
- Maximise the value and income delivered by our MFT Charities, learning from approaches taken elsewhere, to strengthen the brands of our hospitals and Local Care Organisations, and improve our services.
- Develop and deliver plans to increase commercial income for MFT to support the delivery of our services, including the development of a commercial estates plan.

9

We will deliver value through our estate and digital infrastructure, developing existing and new strategic partnerships.

To deliver this objective, we will prioritise the following actions

- Deliver the Hive benefits case around clinical quality, patient experience, productivity and research and innovation, supporting staff the get the most out of the system. Maximise the use of the MyMFT app to improve engagement with communities, information sharing about our services and healthy living, and the involvement of individuals with their care, whilst mitigating the risk of digital exclusion.
- Develop an infrastructure plan for community services, covering both estates and digital.
- Deliver a data strategy which makes better use of our data to improve patient care and, with appropriate safeguards, supports innovation and commercial partnerships. Strengthen our cybersecurity to make sure our data and the patient data we hold is safe.
- Complete the redevelopment of North Manchester General Hospital as part of the New Hospitals Programme, and the wider campus as part of the North Manchester Strategy.
- Work with national and local partners to identify alternative sources of capital funding to support the development of our estate and facilities, for example, our plans for the development of Wythenshawe Hospital and the surrounding area.
- Develop and deliver plans to reduce our overall estates footprint by making best use of the facilities that we have. Put in place the right governance and oversight arrangements to deliver this.
- Continue to invest in, maintain and develop our estate, making the best use of the capital funding that is available to us.



10

We will strengthen our delivery of world-class research and innovation by developing our infrastructure and supporting staff, patients and our communities to take part.

To deliver this objective, we will prioritise the following actions

- Help to create protected time for people across the organisation to pursue external funding opportunities and carry out research and innovation activity.
- Make research and innovation more accessible to staff through leaner, more proportionate administrative processes.
- Support people to develop the skills to deliver world-class research and innovation by creating a careers framework that supports people at all levels to become involved and succeed in research. Work closely with universities to identify areas of joint interest in which clinical academic roles can be created.
- Develop and deliver plans to improve access for research studies to services such as imaging, pharmacy and laboratory medicine.
- Fully integrate research and innovation into the annual planning process so that we can better plan for sustainable growth.
- Prioritise the delivery of research programmes and the strategic themes that are part of our NIHR hosted infrastructure, supporting them to meet and surpass the required outputs.
- Develop strong relationships with our communities so that we can work together on research and innovation which addresses the issues that matter most to people and improve the diversity of people participating. Co-create our engagement strategy to ensure research remains relevant and more accessible.
- Look for opportunities to further develop our research and innovation infrastructure, helping to drive forward research and innovation in new areas – such as children and young people, social care, primary and community care and health inequalities.
- Develop strong links with clinical and operational teams across MFT, and partners such as Health Innovation Manchester, to make sure that our research and innovation work addresses the challenges and opportunities within the organisation.
- Use digital channels, including Hive and MyMFT, to identify opportunities for patients and our communities to get involved in research and innovation, and to make it easier for people to stay involved with research once they are recruited.

11

We will apply research and innovation, including digital technology and artificial intelligence, to improve people's health and the services we provide.

To deliver this objective, we will prioritise the following actions

- Develop the MFT secure data environment and its interfaces with other datasets, ensuring that the data we hold is secure and is curated and structured in such a way that it can be harnessed to improve services for patients and power cutting-edge medical research.
- Develop a framework to support the appropriate adoption of safe and effective AI solutions for clinical and operational use in healthcare. Explore the opportunity to appoint at least one strategic partner to help us prepare for more widespread adoption.
- Understand and exploit opportunities to evaluate and apply new technologies that will improve the efficiency and quality of the services and care that we provide, whilst mitigating any risk of digital exclusion.
- Increase the number of impactful, formalised industry partnerships year-on-year to generate new research and innovation activities and new income streams as appropriate.
- Formalise our approach to identifying and adopting proven innovations that will help us to address the challenges faced by our communities and our organisation.
- Work with higher education institutions (e.g. universities) to explore the opportunities for bespoke collaboration which strategically matches MFT's ambition with individual partners' expertise.



## Living Our Values

Our values help to shape everything that we do, including our strategy.



There are some important themes that run throughout our strategy which reflect how we will turn our values into action:

### Because we are compassionate we will...

- Care about people, focusing on the needs of all our patients and staff.
- Reduce our impact on the environment.
- Support local people and the local economy in our role as a large local employer and consumer.

### Because we are we are curious we will...

- Use digital technology and other innovations to improve the way we work for patients and our colleagues.
- Use data, insight and evidence to inform the way we deliver services and make decisions.



# Living Our Values

## Because we are collaborative we will...

- ◆ Involve patients and our communities in the planning and delivery our services.
- ◆ Work together as one team across MFT.
- ◆ Work together with partners across Greater Manchester.
- ◆ Use our influence locally and nationally to the benefit of our patients, our communities and our partners.

## Because we are open and honest we will...

- ◆ Listen and respond to feedback from staff, patients, communities and partners.
- ◆ Celebrate our successes.
- ◆ Be honest about where things can be better and share learning to make improvements.

## Because we are always inclusive we will...

- ◆ Address health inequalities, ensuring everyone can get the care they need and the best possible outcomes whatever their identity or background.
- ◆ Build a diverse workforce at all levels in which everyone can belong, and which reflects the people who use our services, helping us to deliver better care and build trust with our communities.

These themes have helped to inform the actions that we set out in Our Objectives and Actions (page 44). More detail on how the actions in our strategy support our values can be found in the appendix on page 64.





## Delivering Our Strategy and Measuring Success

**Writing a strategy is just the start of the process.** If we are to make a difference to our communities and our organisation, we must make sure that we turn our words into action. To do this, we will make our strategy central to the way we do things at MFT and ensure that every team and every individual is supported to play their part in delivering it.

### How does the strategy feed into our plans?

Each year, we agree what our priorities will be over the next 12 months and develop our plans to deliver them. Every part of our organisation is involved in this process, as teams across MFT develop their plans and local priorities. This, in turn, helps to shape the objectives that each person in the organisation has for the year.

For the next five years, this strategy will inform our priorities in this yearly planning process.

### How will we know if we have been successful?

We have the opportunity to become a truly information-driven organisation, using data and evidence to identify ways to improve the services that we offer.

In Our Aims on page 36 we set out the difference that we want to make in delivering each of our five strategic aims:

- More people being supported to live health lives in the community with fewer people needing to use healthcare services in an unplanned way.
- More people recommending MFT as a place to be treated.
- More people recommending MFT as a place to work.
- Make the biggest possible difference with the resources we have by delivering our financial plans.
- More people participating in world-class research and innovation.



Over the five years of this strategy, we will measure our performance against a headline indicator for each of our five strategic aims, for example, the percentage of people who recommend MFT as a place to be treated in patient surveys. There will also be a wider range of measures that we track which will help us to know whether the actions we are taking are having the impact we are aiming for, for example, our waiting times for planned treatment, or episodes of avoidable harm.

We will refresh our performance reports to make sure that the things that we measure on a day-to-day basis are the things that we have said are important in this strategy.

### How will we report on our progress?

We already have processes in place to monitor the delivery of our annual plan and report progress to our Council of Governors and Board of Directors. Having made sure that our aims, objectives and actions from this strategy are reflected in our plan, we will ask teams to share their progress in delivering the actions from the strategy that that they own.

We will put together regular updates on their delivery and make them public. Every year, we will provide a formal update on the delivery of our strategy to our Governors and Board of Directors.





# Delivering Our Strategy and Measuring Success

## How will we work differently to deliver this together?

To implement this strategy we must build a culture of inclusive, compassionate leadership and continuous improvement at MFT:

- We will make sure that we have a shared purpose as an organisation by ensuring that our strategy informs the plans of every team across MFT
- We will continue the engagement that we have started in developing our strategy and refreshing our values so that we are all supported to play our part in delivering them
- We will use data and information to measure our progress and identify new ways of improving our services
- We will report our progress publicly, to our Governors and our Board of Directors on a regular basis.

Working together, we can improve the health and quality of life of our diverse communities.



# Appendix: How Our Actions Support Our Values

Our values run through everything that we do as an organisation and they have helped to shape the actions in this strategy. Some actions will link to more than one of our values, but the pages below provide an example of the ways in which this strategy will help us to live the values that we have as an organisation.

## Because we are compassionate we will...

Care about people, focusing on the needs of our patients and staff.

- Support older people accessing our services to live a full and healthy life by offering improved information and educational resources.
- Improve the identification of patients with multiple long-term conditions so that we can better co-ordinate appointments and care across multiple specialties, providing a more personalised experience.
- Improve patient experience through a focus on improving our communication, food and hydration and pain relief.
- Ensure that every team has effective ways of engaging and involving all staff in decisions which affect them, to listen to their ideas and learn from their experience, so that we can improve services for patients and their families and the working lives of staff.
- Embed our values and behaviours across the organisation so that they are known and role-modelled with a zero-tolerance approach to a lack of civility between colleagues and teams. Embed the Civility Saves Lives programme across the organisation.





## Appendix: How Our Actions Support Our Values

### Because we are compassionate we will...

Support local people and the local economy in our role as a large local employer and consumer.

- Increase the number of people that we employ through our Widening Participation Charter, encouraging greater recruitment from our local population with improved engagement on career opportunities.
- Engage with schools and colleges to promote careers in health and care, continuing to build an inclusive community-based approach to recruitment and induction.
- Increase the number of formalised industry partnerships year-on-year to generate new research and innovation activities and new income streams.

Reduce our impact on the environment.

- Embed the Green Plan among the MFT workforce, continuing to reduce the carbon footprint per patient contact through the full decommissioning of nitrous oxide manifolds at our main hospital sites, and engage 10% of the workforce through sustainability communications and training.

### Because we are curious we will...

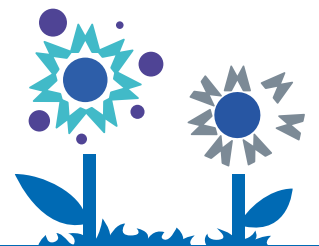
Use data, insight and evidence to inform the way we deliver services and make decisions.

- Make sure that people who tend to experience poorer outcomes are appropriately prioritised on our waiting lists, using public health intelligence to inform clinical prioritisation.
- Deliver a data strategy which makes better use of our data to improve patient care and, with appropriate safeguards, supports innovation and commercial partnerships. Strengthen our cybersecurity to make sure our data and the patient data we hold is safe.
- Develop the MFT secure data environment and its interfaces with other datasets, ensuring that the data we hold is secure and is curated and structured in such a way that it can be harnessed to improve services for patients and power cutting-edge medical research.

### Because we are curious we will...

Use digital technology and other innovations to improve the way we work for patients and our colleagues.

- Build on research and innovation work to implement wearable and implanted devices to monitor patients with long-term conditions such as mental health, respiratory, heart disease and diabetes.
- Develop our strategy for robotic assisted surgery across MFT and deliver a viable short-term plan to maximise the use of our existing surgical robots and grow our robotic capacity in the future.
- Use our new Hive EPR system to help get the best value for patients from our clinical activity, for example, ensuring that the diagnostic tests that we provide have a strong evidence base and will help in clinical decision-making.
- Deliver the Hive benefits case around clinical quality, patient experience, productivity and research and innovation, supporting staff to get the most out of the system.
- Maximise the use of the MyMFT app to improve engagement with communities, information sharing about our services and healthy living, and the involvement of individuals with their care, whilst mitigating the risk of digital exclusion.
- Develop a framework to support the appropriate adoption of safe and effective artificial intelligence solutions for clinical and operational use in healthcare. Explore the opportunity to appoint at least one strategic partner to help us prepare for more widespread adoption.
- Understand and exploit opportunities to evaluate and apply new technologies that will improve the efficiency and quality of the services and care that we provide, whilst mitigating any risk of digital exclusion.
- Formalise our approach to identifying and adopting proven innovations that will help us to address the challenges faced by our communities and our organisation.





## Appendix: How Our Actions Support Our Values

### Because we are collaborative we will...

#### Involve patients and our communities in the planning and delivery our services.

- ◆ Establish network of patients and communities reference groups across the organisation so that we have forums in which we can routinely involve people with decisions about how we plan and deliver our services.
- ◆ Build on our relationships with external groups, including through our VCSE leaders forum, to ensure broader community involvement.
- ◆ Increase the number of patient safety representatives attending our meetings.
- ◆ Develop strong relationships with our communities so that we can work together on research and innovation which addresses the issues that matter most to people and improve the diversity of people participating. Co-create our engagement strategy to ensure research remains relevant and more accessible.

#### Work together as one team across MFT.

- ◆ Ensure equitable access and outcomes for patients across MFT by establishing networked or single services in key specialties.
- ◆ Finalise the integration of services at North Manchester General Hospital, delivering models of care that meet people's needs, address inequalities and are financially sustainable.
- ◆ Maximise clinical effectiveness and efficiency, whilst ensuring local access wherever possible, by agreeing and implementing our plans for which services will be delivered from which MFT sites.
- ◆ Develop an effective operating model for MFT that will help us to deliver the benefits that come with our size and scale.

## Appendix: How Our Actions Support Our Values

### Because we are collaborative we will...

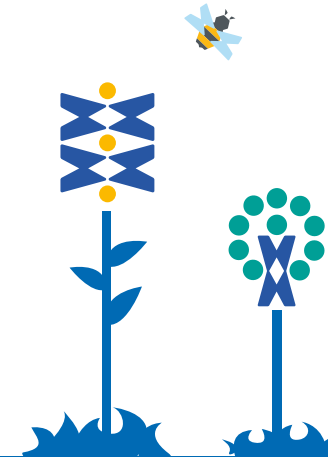
#### Work together with partners across Greater Manchester.

- Fully embedding our Integrated Neighbourhood Teams and their work with primary care, Local Authority and VCSE colleagues.
- Play a leading role in delivering joined-up physical and mental health services for families, children and young people, working with Local Authority partners to develop and deliver integrated plans.
- Work with commissioners and locality partners to roll out our Hospital@Home services for adults and children, and to demonstrate how these services can improve care and reduce demand on local services by delivering care and support in people's own homes.
- Work with commissioners and locality partners to ensure that access to services across our communities is consistent, whilst being tailored to local need, embedding a core community health offer that fits with wider community services.
- Work with colleagues in primary care to develop and implement plans to improve the interface with MFT services, improving the experience for patients and reducing steps that may contribute to delays.
- Work together with other providers, the Trust Provider Collaborative and other partners to help make sure that services across Greater Manchester are sustainable.
- Work with partners across the system to make the best use of all the resource available, for example, by supporting work to improve prescribing and the use of medicines within in hospitals, community services and primary care.

### Because we are collaborative we will...

#### Use our influence locally and nationally to the benefit of our patients, our communities and our partners.

- Increase adoption of genomic medicine across specialties at MFT, bringing genomic testing earlier in patient pathways and applying pharmacogenomics. Support wider regional adoption through hosting the North West Genomic Medicine Service Alliance.
- Build on our position as being at the forefront of genomic testing nationally by developing new services such as circulating tumour DNA testing and leading work on pharmacogenomics.
- Continue to be a leading provider nationally of cell and gene therapies, and other advanced therapies, in both service and research. Develop a long-term plan to consider our future capacity and potential strategic partnerships.
- Work with national and local partners to identify alternative sources of capital funding to support the development of our estate and facilities, for example, plans for the development of Wythenshawe Hospital and the surrounding area.





# Appendix: How Our Actions Support Our Values

## Because we are open and honest we will...

### Listen and respond to feedback.

- Ensure that every patient-facing team in MFT has a process in place through which they analyse feedback from patients and make changes to improve the service they offer.
- Increase the number of safety champions we have in post across the organisation.
- Ensure that every team has effective ways of engaging staff and learning from their experiences, supporting senior leaders to create a climate of meaningful staff engagement and involvement.
- Respond to issues raised in staff surveys, workforce equality standards, and listening events by co-producing MFT-wide improvement plans.

### Celebrate our successes.

- Continue to recognise the brilliant work of our people and our teams through staff recognition and awards programmes.
- Publicise the work of our teams externally so that people get the recognition that they deserve nationally and internationally.

### Be honest about where things can be better and share learning to make improvements.

- Continue to review harm to patients waiting for planned care and use the learning to identify and appropriately prioritise patients on our waiting lists with known risk factors.
- Complete the establishment of the Trafford Elective Hub and roll-out good practice on patient pathways across other MFT sites and beyond.
- Promote a safe, open and transparent working environment which encourages staff to raise concerns directly within their team, whilst ensuring that other routes are available for staff to raise concerns where necessary.







## Appendix: How Our Actions Support Our Values

### Because we are inclusive we will...

Address health inequalities, ensuring everyone can get the care they need and the best possible outcomes whatever their identity or background.

- ◆ Improve equity, access and the quality of care in our maternity services by developing personal care pathways for women and families who we know have poorer outcomes. For example, black and Asian women, those from other minority ethnic backgrounds and from more deprived areas.
- ◆ Work with under-served communities to improve things like bowel cancer screening, hypertension and diabetes services. Extend this approach to asthma in children and young people and to other screening and immunisation programmes.
- ◆ Support earlier detection and better outcomes by improving the uptake of our screening programmes – such as Targeted Lung Health Checks – in an equitable way.
- ◆ Support healthy living and address health inequalities by promoting health and wellbeing services available to our staff, increasing the range of preventative services available, such as on-site cancer screening.

Build a diverse workforce in which everyone can belong, and which reflects the people who use our services, helping us to deliver better care and build trust with our communities.

- ◆ Embed fair and inclusive recruitment practices that promote diversity at all levels, target under-represented groups, and ensure that careers in healthcare are open to all. Improve representation of people from an ethnic minority background at senior levels.
- ◆ Develop a tailored approach to recruitment and onboarding of colleagues joining from overseas.
- ◆ Implement plans to reduce pay gaps with respect to race, disability and gender, fulfilling and, where possible, exceeding obligations for all staff with protected characteristics.
- ◆ Update priorities and plans within the MFT Equality, Diversity and Inclusion (ED&I) strategy *Diversity Matters*, ensuring that everyone has a personal objective on ED&I appropriate to their role, creating a working environment where everyone has a sense of value and belonging.





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## Contact Us

If you have any questions, or would like to find out more about our strategy please contact us by email at [Group.Strategy@mft.nhs.uk](mailto:Group.Strategy@mft.nhs.uk)

If you, your family, friends or colleagues are interested in becoming a public member of MFT we would be delighted.

Membership is completely free and it's easy to join. Simply complete a public membership application form – available online through the link: <https://secure.membra.co.uk/Join/MFT>

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