

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.

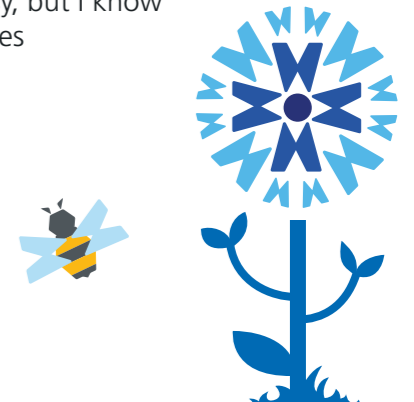
Manchester University NHS Foundation Trust was created in October 2017 with a mission to improve the health and quality of life of the communities we serve. Whilst our mission is still the same, a lot has changed in the last 6 years. Now is therefore the right time for us to consider what we need to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

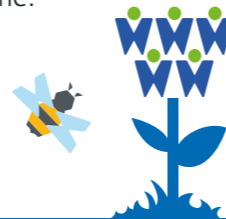
This is, without doubt, a challenging time for the NHS as it responds to some of the most significant issues it has faced since its inception at Trafford General Hospital over 75 years ago. I strongly believe the strengths and capabilities we have developed over the years make MFT one of the best-placed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



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



Provide high quality, safe care with excellent outcomes and experience



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



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



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

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.

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.

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.

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.



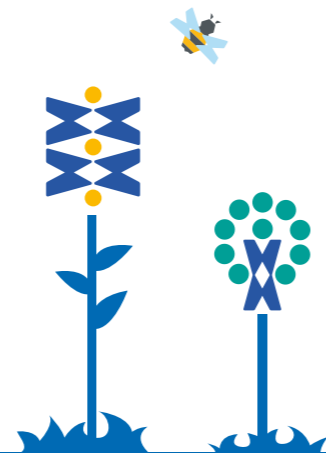
Why Have We Developed This Strategy?

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.



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.

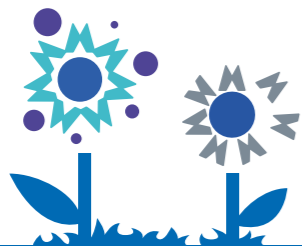
Opportunities

- 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 8-9.

You can read our full strategy, including the specific actions under each of our objectives, by [clicking here](#).



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.

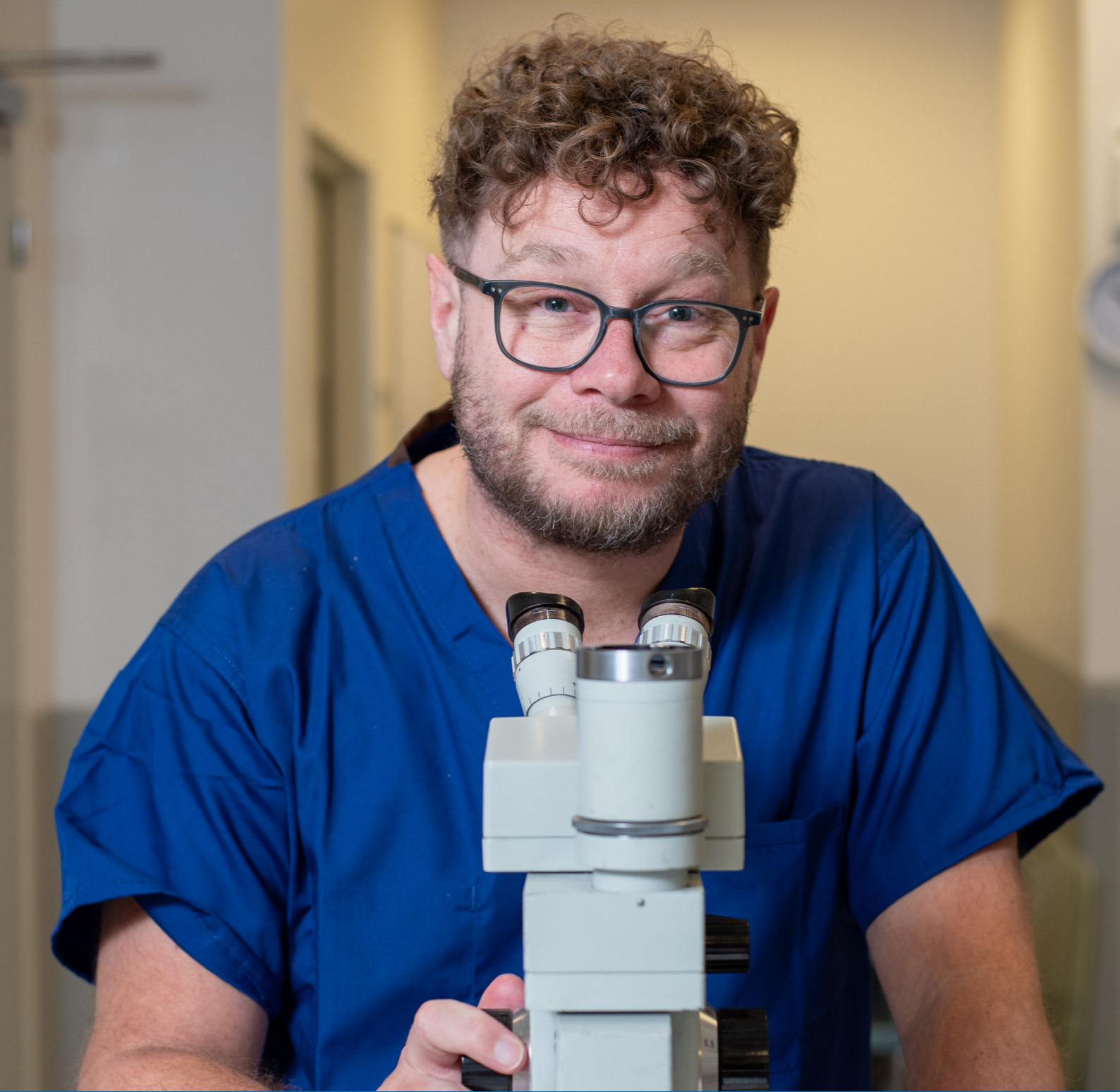
Set out below are the refreshed values that we have developed through this engagement:



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.





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.



Acknowledgements

We would like to thank everyone who helped us to develop our strategy, including our staff, governors, members and partners.

Thank you to members of our reference groups and their organisations for giving their time and views throughout the process. This included colleagues from other NHS organisations, local authorities, patient and the public representatives, the VCSE sector and universities.

Thanks also to our external speakers for sharing their expertise as we developed our strategy.

Finally, thanks to the MFT Clinical Photography Team in Medical Illustration and the MFT Group Communications team for the photography used in this document, and to Jennifer McMahon in the MFT Patient Services Team for the design work.

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

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>

Alternatively, contact our Membership Office by email at ft.enquiries@mft.nhs.uk



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