



Manchester University
NHS Foundation Trust



2023/24 Annual Report and Accounts

1st April 2023 to 31st March 2024



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Welcome from our Chairman and Chief Executive

2023/24 has been a challenging but positive year for our Trust. We came into the year with our waiting list for those requiring treatment, including operations and diagnostic tests, too long due to the backlog of care which built up during the Covid pandemic. We were seeing ever-increasing numbers attending our Accident and Emergency Departments. And we knew that our financial position would be extremely challenging with significant savings required in order for us to breakeven at the end of the year and meet our statutory duty.

However, we also knew that we were fortunate to have more than 28000 people working for us who would do their best for the people we serve, ensuring that we would provide the best possible care and that we would make the best use of the resources available to us. This dedication has seen us improve our performance across a number of key measures.

We know that when we are able to quickly assess, and start treatment for, patients who require emergency care, it improves their experience and their outcomes. In 2023/24, we saw a 10.5% improvement in the number of patients that have been seen and treated in our emergency departments within four hours. This improvement is against a backdrop of a 9% increase in attendances when compared to the previous year.

With a clear focus throughout the year on clinical prioritisation and improving efficiency, we have reduced the number of people on our waiting list by 17,000. We have also significantly reduced the number of patients waiting longer than 78 weeks, and then 65 weeks, throughout the year. This was despite seeing an increase in referrals in a number of specialties and the need to reschedule a further 25,000 appointments due to industrial action.

The financial context in which we operate has been challenging during 2023/24 but we have made progress and fully delivered a very significant efficiency programme. This has been delivered with all of the necessary safeguards for the quality and safety of our services and has meant that we have 'lived within our means' over the year.

We have seen continued progress in our research and innovation activity over the last 12 months, with an impressive series of pioneering studies and infrastructure developments. An example of one such development is our new HealthTech Research Centre (HRC) in Emergency and Acute Care. Our colleagues at the HRC will develop innovative technology support for urgent and emergency care patients, benefitting patients locally, and nationally.

We can only provide optimal care and for our patients by giving our staff the support they need to do their job to the best of their abilities and by taking steps to improve the workplace environment. We have continued to build our staff health and wellbeing offer and this year we saw a significant increase in our NHS Staff Survey response rate with nearly 40% of our workforce sharing their views on how we can give them the support they need and deserve. We also saw improvements in a number of key indicators within the survey feedback. While there is yet more we can do, the feedback was encouraging and we will use this to inform our work to make MFT the employer of choice for those wishing to begin or continue a career in the NHS

So we have gone into 2024/25 from a strong foundation, but the challenges of increasing demand and challenging financial circumstances remain. We are determined to continue our progress and have begun work to reorganize the way we work across the Trust with a focus on improving patient care and the experience for the people who work at the Trust.

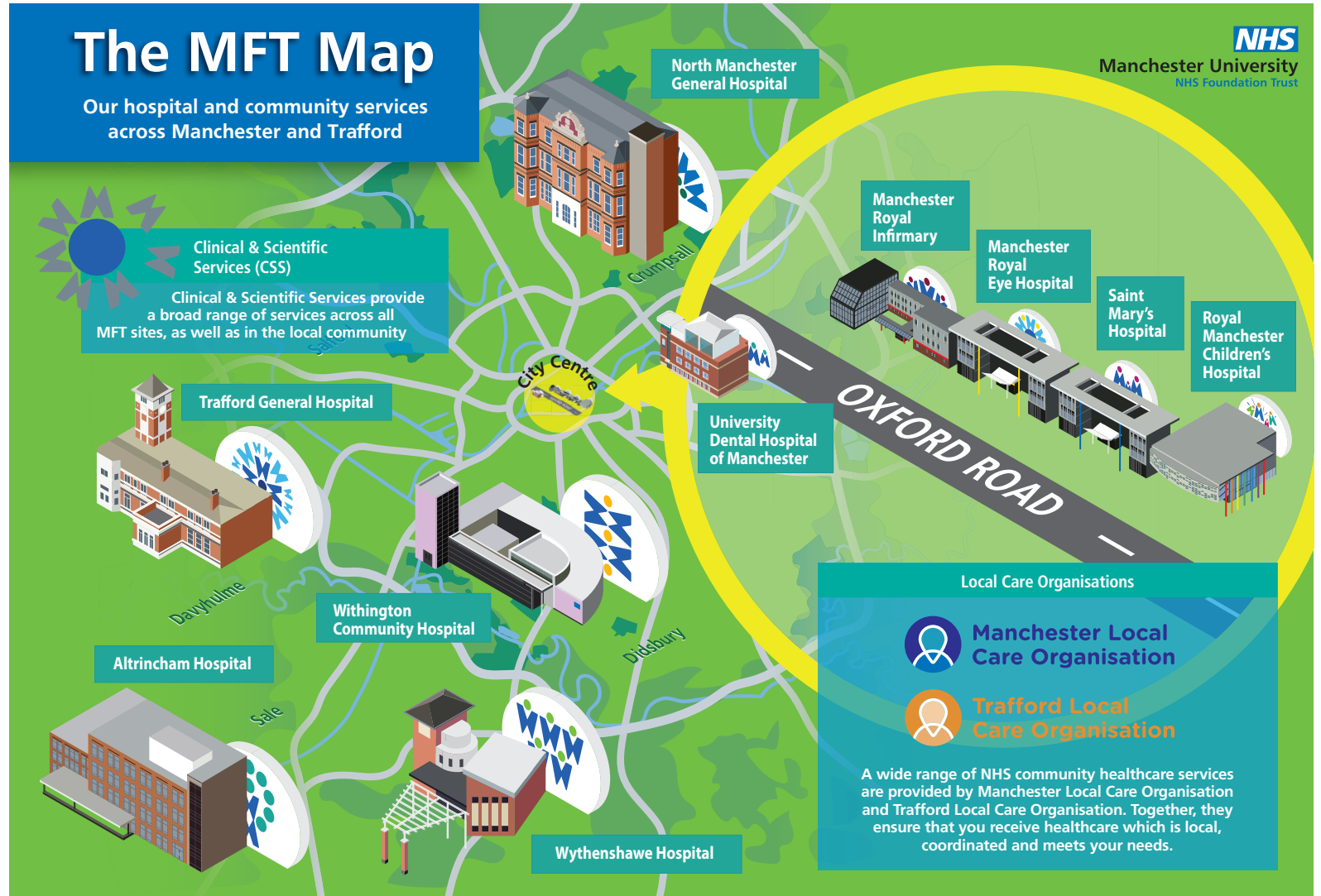
Our staff remain our strongest asset and we are very proud of, and grateful for, their continued knowledge, expertise and professionalism.

KEY FACTS ABOUT OUR TRUST

MFT is one of the largest NHS Trusts with **10 hospitals** delivering the full range of services from seven principal sites as well as numerous satellite locations.

Alongside healthcare facilities our campuses include **extensive training, education, conferencing and research facilities** including the Citylabs innovation hubs at our Oxford Road Campus.

We host two **Local Care Organisations (LCOs)** which **run NHS community health and social care services** in Manchester and Trafford.



+30,000 Staff

£2.8bn Budget

Serves local population of c.1m

Largest Critical Care facilities in England

Largest UK Children's Hospital

Integrated Children's and Adult Major Trauma Centre

45% of GM births: c.16,000 deliveries

Centre for Genomic Medicine

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

Our strategy: 'Where excellence meets compassion'

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.

Make 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.



HIGHLIGHTS FROM 2023/24

500,000
People treated in our
Emergency Departments



16,000
babies were delivered
in MFT's hospitals



Total waiting list
reduced by
17,000



500,000
investigations
carried out

We saw over
350,000
in-patient or day case
appointments.



We invested in a
wide range of mental
health, Musculo-
skeletal and COVID
support for our
30,000
staff

We saw over
1.7 MILLION
people at out-patient appointments



HIGHLIGHTS FROM 2023/24

NIHR | Manchester Biomedical Research Centre

The National Institute for Health and Care Research (NIHR) awarded MFT just short of

£3 MILLION

to create the NIHR MFT HealthTech Research Centre.

During 2023/24:

19,614

participants were recruited to research studies at MFT.

1,119

clinical studies were active during the whole or some of the year, with 253 new studies started in in the year.



More than **1,100**

pregnant women at Saint Mary's Managed Clinical Service at North Manchester General Hospital (NMGH) took part in a rapid beside test to protect newborns from life-threatening illnesses which can be passed onto babies during birth.



The Trafford Elective Surgical Hub, based at Trafford General Hospital, gained NHS England's Getting It Right First Time (GIRFT) accreditation for its high standards in clinical and operational practice. The Hub plays a key role in reducing waiting times and carries out

250

procedures a week.

In March 2024, the **1st** specialist Sickle Cell Unit in the North West was launched at Manchester Royal Infirmary



HIGHLIGHTS FROM 2023/24

Over

400,000

patients are now registered to use MYMFT – a new online web portal and mobile app that connects you to MFT and your medical information



The next phase of 'Project Red', MFT's ambitious

£40 MILLION

transformation of MRI's Emergency Department, was launched.

281

 colleagues with

6,750

 years of combined NHS service received long service awards during 2023/24.

Lime Arts, MFT's multi award-winning arts and health organisation, celebrated its

50th

 anniversary.

The Lime Art Create+ programme won the 'Best Health & Wellbeing Initiative' award at the Manchester Culture Awards.



Manchester Foundation Trust Charity

Registered charity number 1049274

During 2023/24, the MFT Charity raised

£4,700,000

Charitable funding has enabled MFT to purchase a new state-of-the-art eye scanner, making Manchester Royal Eye Hospital the first in the UK to use this vital new equipment.



OUR WORKFORCE

As of March 2024, the Trust employed **30,830** staff of which there were:



10,181

nurses or
midwives

2,155

Allied Health
Professionals

2,926

Medics and
dentists

69%

are full time

78%

are female

25%

are from a Black,
Asian, or Minority
Ethnic community

Our staff sickness absence
rate for 2023/24 was

6.1%

To support our workforce, the Trust provides a comprehensive, proactive, and high performing Employee Health & Wellbeing (EHW) Service, which is SEQOHS accredited and means that the services provided are safe, effective and of a high quality. A comprehensive programme of health and wellbeing initiatives is delivered by the EHW service, including mental health support, a Rapid Access Physiotherapy Service, and COVID/Long COVID support.

The Freedom to Speak Up Team at MFT provide confidential, impartial support to staff, students, and volunteers, who need to raise concerns about patient safety, staff safety or their experiences at work.

OUR GOVERNANCE

MFT's Board of Directors is responsible for discharging the duties and powers of the Trust and is accountable for its performance. It is a unitary Board with the Group Executive and Non-Executive Directors having joint responsibility for every decision of the Board regardless of their skills or experience. All the powers of the Trust are exercisable by the Board of Directors, a committee of the Board of Directors, or a Group Executive Director.

The leadership of MFT's Clinical Groups is brought together with the Executive Directors in the **Trust Leadership Team**.

As an NHS Foundation Trust, we are accountable to our 50,000+ **Members** (including our patients, local residents, staff and stakeholders) who elect, and are represented by our Council of Governors who influence the Trust's decision-making processes and forward plans.

MFT's **Governors** proactively represent the interests of our **Members**, and the public, via active engagement and holding the Non-Executive Directors, individually and collectively, to account for the performance of the Board of Directors. The **Council of Governors** comprises 32 Elected and Nominated Governors, of which:

17 Public Governors

Representing the constituencies of Manchester (7), Trafford (2), Eastern Cheshire (1), Greater Manchester (5), and the Rest of England and Wales (1).

7 Staff Governors

Representing Medical and Dental (1), Nursing and Midwifery (2), Other Clinical (2), and Non-Clinical and Support (1).

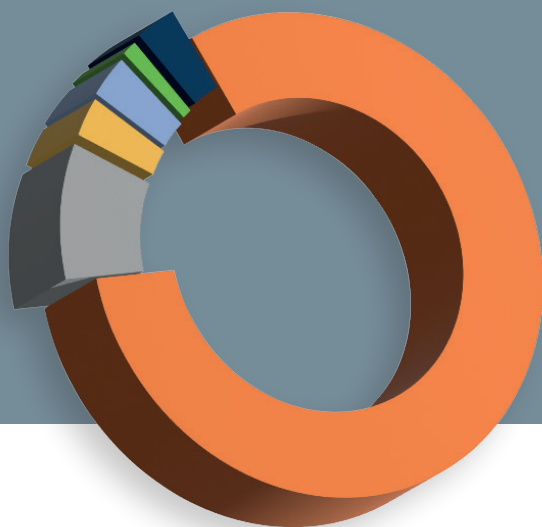
8 Appointed Governors

From Manchester City Council, Trafford Council, Manchester University, Greater Manchester Integrated Care Board, Trust Volunteer programme, Trust Youth Forum, Manchester BME Network, and an umbrella 3rd Sector Organisation.

2023/24 FINANCIAL BREAKDOWN

Group income 2023/24 £2.81bn

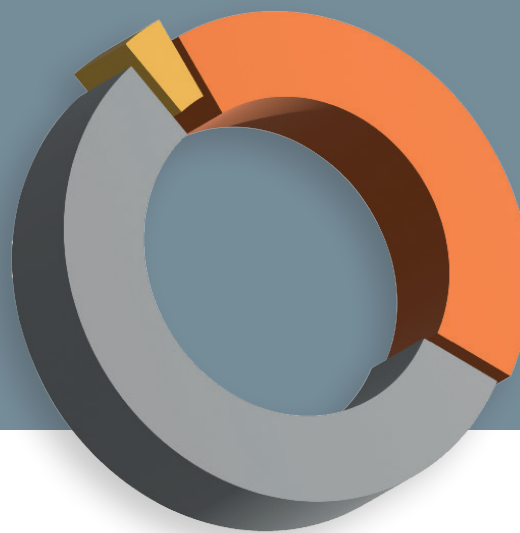
Where each £1 came from



- **81p** Patient care
- **9p** High cost drugs
- **3p** Education and training
- **3p** Research and development
- **1p** Services provided to other bodies
- **3p** Other

Income by Commissioner 2023/24 £2.53bn

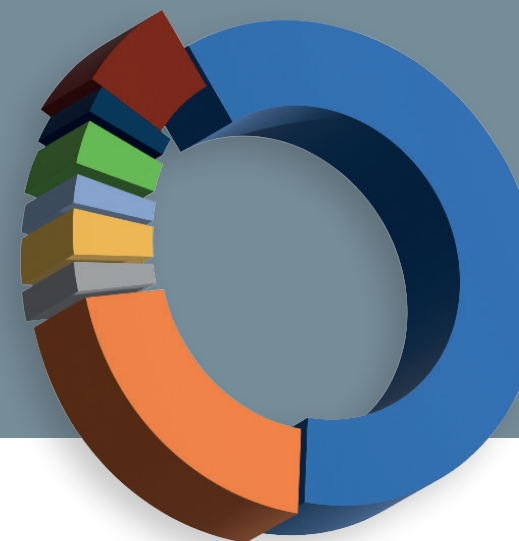
Where each £1 came from



- **41p** NHS England
- **56p** Local Commissioners
- **3p** Other

Group Expenses 2023/24 £2.80bn

Where each £1 was spent



- **60p** Staff costs
- **21p** Clinical supplies and drugs
- **2p** Healthcare from other bodies
- **3p** Research and development
- **2p** Depreciation
- **3p** PFI charges
- **2p** Clinical negligence
- **7p** Other



Our full Annual Report and Accounts for 2023/24 can be found at mft.nhs.uk/the-trust/reports-and-publications/