

# Nursing, Midwifery & Allied Health Professionals *Strategy 2024-2027*



**Professional Excellence**

*Where Excellence Meets Compassion*

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## Foreword

As Chief Executive of Manchester University NHS Foundation Trust, I am proud to commend this strategy which has been developed by our nurses, midwives, and allied health professions (NMAHPs). It sets out a series of ambitious commitments which supports the delivery of MFTs organisational strategy “Where Excellence Meets Compassion”, and our mission to work together to improve the health and quality of life of our diverse communities.

The core elements of continuous improvement, digitally enabled transformation, and research delivery are core strengths of MFT and have helped shape our reputation both locally and nationally. NMAHP colleagues have played a central role in this over the years and will continue to do so as we drive continuous improvement and the measurement of success through our accreditation and assurance programmes. Embedding research into practice, supporting further improvement in the care we provide to our patients, while increasing the number of research practitioners who will be at the cutting edge of practice, will be a key priority for us. Our ability to embrace new technologies and to incorporate digital into daily practice, will allow us to build on our strengths, and importantly, enhance our ability to improve care for our patients, those who use our services, and to strengthen our connection with the communities we serve.

I am proud of the skills and dedication of our nurses, midwives and AHPs, and the strength of their voice and contribution at every level across our organisation. I value the roles each and everyone plays, every day, in delivering the best possible care to our patients, as individual practitioners, and as members of the multidisciplinary team.

Thank you for all that you do.

**Mark Cubbon, Group Chief Executive**

## Introduction

It is a pleasure to introduce the 2004-2027 Nursing, Midwifery and Allied Health Professional Strategy. Colleagues have shared with me the extensive engagement that has taken place with regard the Strategy development and I commend all the hard work that has gone in to its development. Since joining MFT in April 2024, I have witnessed exemplary leadership and observed outstanding care and practice and I know that this Strategy will underpin all of our collective next steps. This Strategy describes how we will continue to learn, to improve, and to strengthen our professional voice for the benefit of the communities we serve.

You have told us that you want patients and their families who use our services to have the very best treatment and care. You want to work with colleagues and in teams where we respect and treat each other with the same values and behaviours that we afford to our patients.

You want to be part of a learning organisation where patient safety and professional development go hand in hand.

As we move into the next decade, we will develop practitioners and our practice underpinned by digital technology, research evidence and continuous improvement. We will ensure that our practice is 'cutting edge' and recognised nationally and internationally, with a focus on the fundamentals of care.

This is your Strategy; these will be your plans and I am proud of the work you do every day to implement these standards and commitments in practice.

I am looking forward to leading all our nurses, midwives and allied health professionals (AHPs) to build on the fantastic work that already exists and to take our great professions forward. It is clear that we have a talented and diverse nursing, midwifery and AHP workforce who are central to delivering the outcomes, care, and the patient experience that we are so very proud of.

I am extremely proud to lead this Strategy. I am privileged to champion the professional workforce at our hospitals and within our communities, and I look forward to working with you all.

**Kimberley Salmon-Jamieson, Chief Nursing Officer**



Chief Nurse

# Nursing, Midwifery & Allied Health Professional Pillars





## Patient Experience and Public Involvement

- We will actively respond to patients, their families and carers feedback.
- We will embed co-production and co-design, involving patients and service users who have lived experience to improve our services.
- We will further develop the use of continuous improvement methodology and invest in education and learning to develop Quality Improvement Programmes.
- We will enhance communication skills, promoting active listening and patient centred care principles, ensuring our patients are cared for with dignity and respect.
- We will facilitate and support access to services for our patients regardless of background, culture, language or any additional needs they may require.
- We will actively engage with our patients, including those who are at their most vulnerable, maximising opportunities to gain feedback on their experiences to improve our services and share and celebrate success in achieving the best outcomes.
- We will provide the tools for our staff to monitor and measure quality metrics, including feedback from our patients, their families and carers to identify areas for improvement.

*“We value the provision of high quality, patient centred care that prioritises the wellbeing and satisfaction of our patients, their families and carers.”*



## People

- We recognise the diverse nature of our workforce and will continue to work to ensure that our workforce reflects the communities we serve.
- We will invest in continuing education, learning and development, in support of our workforce.
- We will provide opportunities for personal and professional development to develop new skills and careers.
- We will provide engagement and networking opportunities to discuss and contribute to the professional agenda and decision making.
- We will provide staff wellbeing and engagement opportunities to enable two-way communication, and create systems to enable NMAHPs to contribute to the development of the Trust.

*“We are committed to attracting and retaining the best people and investing in a safe and effective workforce, where our staff feel valued. Working in a culture that creates opportunities and thrives on learning and continuous improvement.”*





## Leadership

- We will review current provision for leadership development opportunities to ensure equity of engagement at all levels.
- We will review leadership course content to ensure coverage of: civility, compassionate leadership, team culture and research.
- We will develop communities of practice to actively support leaders in their role.
- We will ensure a consistent approach to clinical leadership of our accreditation programme and assessment frameworks.
- We will align leadership development to appraisals and Continuous Professional Development.
- We will continue to develop our digital skills across the workforce to support data confidence and new emerging technologies.
- We will provide visible and approachable leadership to all staff.

*"We value leadership as a core component of professional excellence and we are committed to developing professional leadership skills. This will deliver good quality care and better health outcomes for our patients."*





## Optimising Care through Professional Practice

- We will build capacity and capability so that we continue to develop expert practice and expert practitioners.
- We will continue to learn and develop so that we consistently demonstrate professionalism and the attributes of professional practitioners.
- We will evaluate and evidence the professional impact of our roles on the outcomes for our patients.
- We will embed a culture of research and innovation to provide opportunities for NMAHPs to participate in research, review current practice and appraise evidence.
- We will enhance and build on current opportunities to develop clinical academic careers and clinical academic development with our partners.

*“We will consistently achieve the highest standard and are committed to advancing the body of knowledge to ensure the care we provide is optimised through professional practice.”*





## Communication

- We will invest in communication and customer care skills learning and development to improve the experience of people who use our services and our staff.
- We will utilise digital and new technologies to enable effective communication.
- We will implement strategies to ensure that information is widely shared and accessible to Nurses, Midwives, Allied Health Professionals, Nursing Associates and NMAHP Assistants.
- We will communicate with the multidisciplinary team and external partners to provide holistic person-centred care.
- We will support local engagement and contribute to listening events with those who use our services.
- We will utilise digital platforms such as MyMFT to increase accessibility, opportunities and responsiveness where appropriate.
- We will improve communication between ourselves and wider multidisciplinary team to improve experiences of staff and those who use our services.
- We will utilise a range of communication skills to ensure that people are not disadvantaged through digital advancement.

*“We value good communication skills as an essential component of good clinical practice to support person-centred care.”*



## Improving the Health of our Communities

- We will be actively involved in community health promotion engagement events.
- We will enable co-ordination and continuity of care for our patients across care settings and providers.
- We will further develop engagement and communication opportunities, to work collaboratively with our partners and across our local communities.
- We will support people with long term conditions to optimise their care.
- We will take every opportunity to support health promotion and healthy lifestyle advice through 'every contact counts'.

*"We have a responsibility to work with our partners to protect and promote health, prevent disease and build healthier communities to help people to live longer, healthier lives."*



**NHS**  
Manchester University  
NHS Foundation Trust



## How will we know we are improving?

This Strategy is a manifestation of your vision which will play a crucial role in shaping the delivery of our services, promoting better health outcomes, and ensuring that patients receive high-quality, compassionate care.

It is a blueprint that charts the course towards our goals and commitments to deliver better patient outcomes, and improve overall quality of care for our staff, patients, families and carers.

Through this Strategy we will:

- **Deliver Improved Patient Care** focusing on evidence-based practice, patient-centred care, and interdisciplinary collaboration, leading to improved health outcomes for patients.
- **Enhance Patient Experience** emphasising empathy, communication, and holistic care, resulting in better patient experiences and increased role satisfaction.
- **Reduce Healthcare Costs** by promoting preventive care, early intervention, and efficient care delivery models, reducing hospital readmissions, complications, and unnecessary procedures.
- **Develop the Workforce** through professional development, training, and mentorship, fostering a skilled and competent workforce capable of meeting current and future healthcare demands.
- **Innovate Care Delivery** through technology adoption, and process improvements, leading to more efficient and effective healthcare services.
- **Promote Cultural Competence** by collaborating effectively with people from different cultures to improve health care experiences and outcomes.
- **Engage with our Communities** promoting health education and empowering individuals and communities to take an active role in their health and well-being.
- **Improve Quality** through continuous quality improvement processes, use of quality metrics, and outcome monitoring, we will set high standards and aim to continuously improve care for those people who use our services.

## Underpinning the Strategy

### Improving Quality Programme

The Improving Quality Programme (IQP) is a methodology for continuous improvement. It is designed to equip staff with quality improvement skills and knowledge in all domains improving safety, patient experience and raising standards of care. IQP provides a structured approach to identifying problems or care issues enabling change that is evidence based and measurable which can be embedded and sustained in practice.

### Research

NMAHP research will continue to be a focus of the professions working with partners across the system with investment in roles, in education and in practice; whether that is research that is led individually or MDT or through our clinical trials teams or implemented in practice. We are committed to developing our professional evidence base and to ensuring that practice is informed by the best available evidence.

### Digital

We will work across all the domains to continually develop digital roles and systems to support and recognise digital potential. We will continue to embrace digital technology to enhance the quality of our care and communication. Using digital to support collaboration of our interprofessional working to ensure seamless coordination of care. Recognise and use the vast information and data our digital systems hold, embracing research and innovation to support new technologies to enhance our complex decision-making processes. We will realise the benefit of how technology can enable new care models for patients and those who use our services.





## Implementation

Each Hospital / Managed Clinical Service / Local Care Organisation will ensure their services and future business plans reflect the aims, objectives and actions required to deliver the commitments and ambitions of this Strategy.

NMAHP Professional Board will oversee the commitments, enabling Hospitals / Managed Clinical Services / Local Care Organisations to provide updates on their progress and share best practices.

Our commitments will be delivered through annual objective settings and appraisals.

## Acknowledgement

This Strategy has been co-produced by Nursing, Midwifery and Allied Health Care Professionals.

Special thanks goes to the ambassadors, who facilitated a number of sessions ensuring the contribution of many voices and the Corporate Director of Nursing, the Head of Nursing – Patient Services and the Matron of Professional Education and Development, for the leadership provided throughout the development of the Strategy.

The Nursing, Midwifery and Allied Health professionals would like to thank Professor Cheryl Lenney for her unwavering support and leadership toward the Strategy and our professions and look forward to delivering our commitments with the guidance of Kimberley Salmon-Jamieson, Group Chief Nurse.

# 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

### Trust Strategic Aims:

Work with partners to help people live longer, healthier lives



Provide the highest quality care in terms of safety, 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.

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 care that is effective and efficient.

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

## 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.

### 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.





## Appendix

### NMAHPs

- Nurses
- Midwives
- Allied Health Professionals

### NHS England registered Allied Health Professions

- Art Therapists
- Dietitians
- Dramatherapists
- Music Therapists
- Occupational Therapists
- Operating Department Practitioners
- Orthoptists
- Osteopaths
- Paramedics
- Physiotherapists
- Podiatrists
- Prosthetists and Orthotists
- Radiographers
- Speech and Language Therapists





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