

Manchester University NHS Foundation Trust *Strategy*

Where
Excellence
Meets
Compassion



Contents

05	Foreword	40 Summary of Our Strategy
10	Introducing MFT: <i>Where Excellence Meets Compassion</i>	42 Our Aims
14	Refreshing Our Strategy	43 1. Work with partners to help people live longer, healthier lives
19	Our Communities	44 2. Provide high quality, safe care with excellent outcomes and experience
20	The Services We Provide	45 3. Be the place where people enjoy working, learning and building a career
22	Our People and Partners	46 4. Ensure value for our patients and communities by making best use of our resources
24	Why Did We Develop This Strategy?	47 5. Deliver world-class research and innovation that improves people's lives
27	How Did We Develop Our Strategy	48 Our Objectives and Actions
30	Challenges and Opportunities	63 Living Our Values
37	What Does Our Strategy Say?	66 Delivering Our Strategy and Measuring Success
38	Refreshing Our Values	70 Appendix: How Our Actions Support Our Values
		84 Acknowledgements and Contact



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. We are proud to provide services in Manchester and Trafford, home to a diverse and growing population of almost 1 million people, and the birthplace of the NHS in England.

While there is much to celebrate in our area, we also face deep-rooted challenges. Some areas of Manchester are among the most deprived in the UK, and the life expectancy gap between the most and least wealthy wards is up to 10 years. Our patients face inequalities in access, experience and outcomes, and we are committed to working as part of the wider health and care system to make the biggest difference we can.

Where Excellence Meets Compassion describes in a few words what we aim to achieve for patients, colleagues and communities. We aim for excellence in everything we do, from the care our teams provide in people's own homes and in our hospitals, the education and training we deliver, through to the research and innovation we lead to shape the healthcare of tomorrow. Compassionate care is central to MFT. We care for people from before they are born to the end of their lives, and we aim to put patients at the heart of all we do.

In 2025 we undertook a refresh of our strategy, a year ahead of schedule, to ensure full alignment with the national direction set out in the NHS 10 Year Plan for Health and other key developments. We also wanted to reflect a greater level of ambition, given the progress we have made in the last two years, which gives us a strong platform to build on.

Our teams across MFT carry out remarkable work each day, improving and extending lives, reshaping services, and tackling the health inequalities that some groups face – increasingly working in partnership with patients and communities themselves.

We have already brought areas of the strategy life, and we are excited for the next phase. It is by working together that we can ensure happier and healthier lives for all.

Kathy Cowell OBE DL, Trust Chair



Foreword

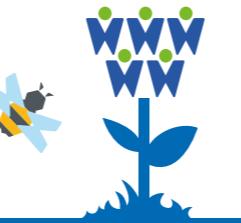
The last few years have been a period of real challenge for the NHS, and when we published our first MFT Strategy in 2024, we were honest about the scale of the issues we faced.

Since then, thanks to the dedication of colleagues and with the support of our partners, we have made real progress on behalf of patients and communities.

On many measures, from access to safety and quality, we are providing consistently better care to patients than we were 18 months ago. While we still have much to do, this progress – which includes sustained improvement to ambulance handover times and an 11% reduction in our elective waiting lists – has given us the confidence to raise our strategic ambitions further. We have embedded a clinically-led operating model that puts patient care at the heart of decision-making and empowers clinicians to lead. Through our deployment of digital, we are a better-connected organisation, increasingly making decisions based on data and insight. This gives us a strong foundation for making further improvements and transforming care in line with the NHS 10-Year Plan for Health.

We have already started to shift care out of hospital, working more closely than ever with health and care partners across the system. Our Hospital at Home service has grown, ensuring that every day across Manchester and Trafford, around 250 people are supported to stay well and recover in their own bed rather than a hospital bed. New Community Diagnostic Centres are bringing a range of scans and tests into people's neighbourhoods, meaning patients are starting treatment much faster than before.

Our prevention work has accelerated, including in lung cancer, where 80% of cancers are now detected at stage 1 or 2 and community screening takes place in supermarkets and town centres. Reflecting the strong link between health, wealth and work, we have based employment coaches and Citizens Advice teams in our hospital sites. Tailored advice is supporting people with long term conditions to get back into work and linking patients to financial and practical support – from help with energy bills, to funds for carers. Initiatives that support people to stop smoking and adopt healthier lifestyles are being integrated into hospital care, ensuring that every contact we have with our patients count towards people's wider health and wellbeing.



Foreword

Artificial Intelligence (AI) tools are liberating clinicians from admin and creating more time to care. AI supported image analysis is helping us identify people at higher risk of skin and lung cancer earlier and more accurately. We have moved to a 'digital first' approach to communication, with patients receiving their information via email, text or the MyMFT app unless they choose otherwise – giving people greater control over their care without leaving anyone behind.

We are already one of the most research-active Trusts in England, translating world-class science into real improvements for patients. Research and innovation will become integral to the way we improve every aspect of care at MFT, working closely with life sciences, digital and industry partners. We will ensure maximum value from every pound we spend, including the North Manchester General Hospital redevelopment – a £1.5bn investment that will transform a Victorian-era site into one of the most digitally advanced hospitals in the country.

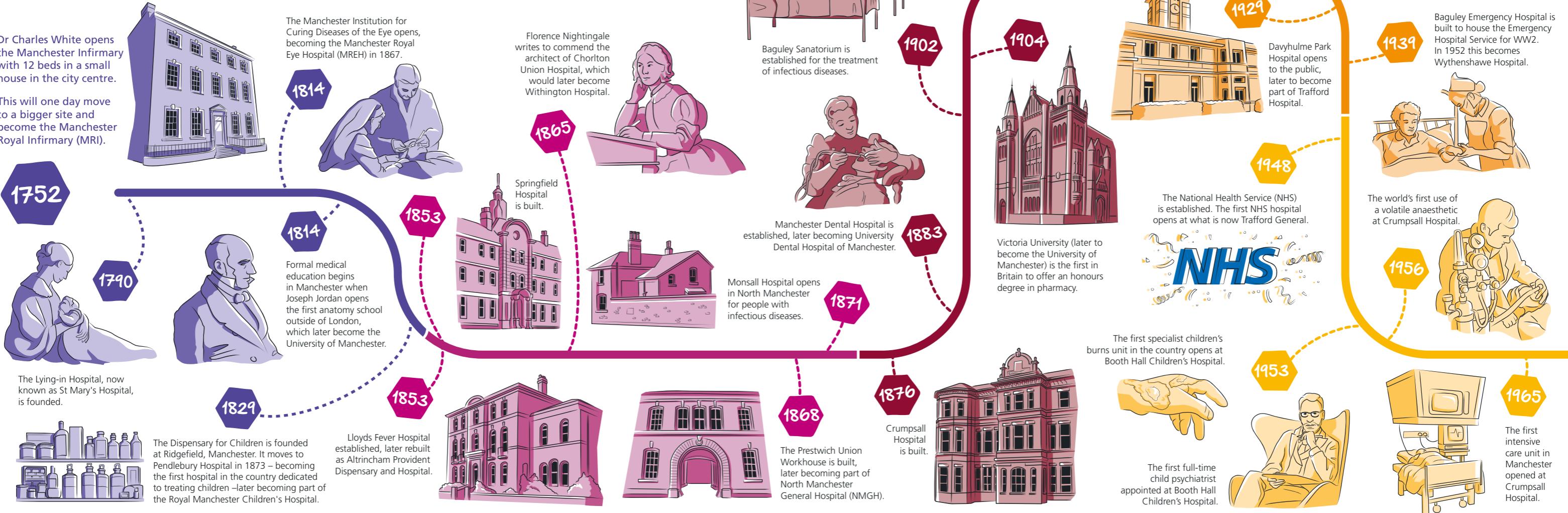
Our optimism comes from the same place our impact does: the 31,000 people who work at MFT. Change is not always easy, but I know the dedication of teams right across the organisation will continue to bring benefits for patients and communities in the years ahead.

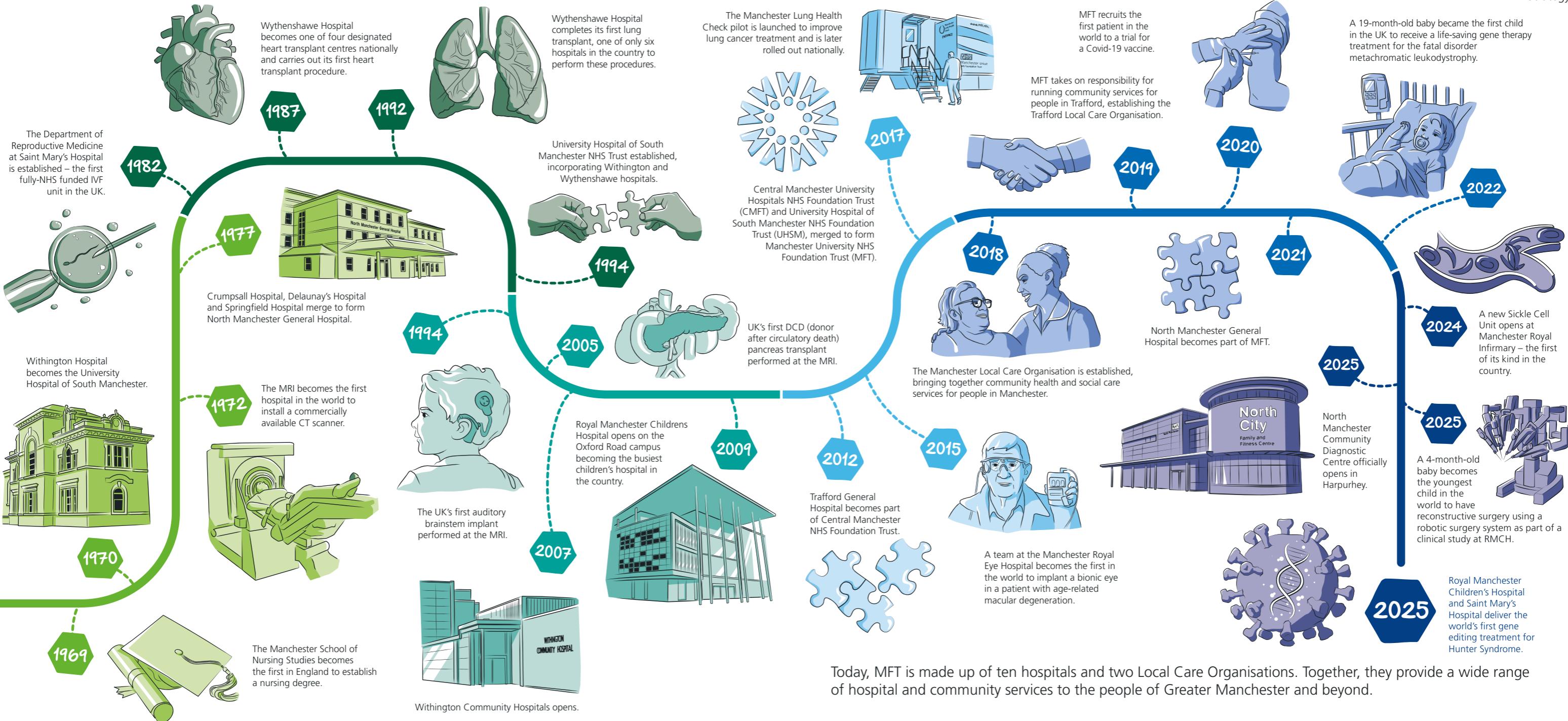
Mark Cubbon, Trust Chief Executive



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. Our hospitals and services have been working to improve the health of people in Greater Manchester and beyond since 1752.





Refreshing Our Strategy

Where Excellence Meets Compassion was published in April 2024.

At the time, the NHS was still feeling the effects of the Covid pandemic and focussed on recovering services that had been disrupted over a number of years. Our strategy focused on some important aims: helping people live longer, healthier lives; providing high quality care; being a place people enjoy working and learning; delivering value; and leading world-class research and innovation.

In 2025, the Government published some important documents – including the 10 Year Health Plan – which set the direction for the NHS for the next 10 years. Because of this, we decided to bring forward our planned review of the strategy to make sure that it was up-to-date. This work found that, overall, the strategy was in-line with the new vision for health and care including the 3 big shifts set out in the *10 Year Health Plan*:

- Moving more care from hospitals into the community
- Moving from analogue to digital technology
- Moving from treating sickness to preventing illness

There were, however, some areas in which we heard that our strategy could be stronger and clearer about the way in which we plan to improve the services that we provide:

1. Whilst some of the actions in our strategy were aimed at providing more care in the community, we could have been clearer about this being an important objective for the organisation.
2. Whilst the use of digital technology was part of our plans, we have made good progress in this area and are one of the leading trusts in the country. The opportunity that we have to transform services through cutting edge digital technology has grown and should therefore have more importance in our strategy.
3. There were some other areas – like equity, continuous improvement and partnership working – that applied to all our aims and objectives. Because they were spread across our strategy, though, we heard that they did not come through clearly enough.



As well as these areas in which our strategy could have been stronger, we also reflected on the progress we had made since our strategy was written. Examples include:



Work with partners to help people live longer, healthier lives

- » 1,700 people getting support to get into – or stay in – work through our dedicated team of employment coaches.
- » More than £2m of financial support for people accessing Citizen Advice services across our hospitals and community services.
- » Over 500 lung cancers detected through our Lung Cancer Screening Programme which has been rolled out across Greater Manchester.



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

- » More people satisfied with their care in the most recent national inpatient survey, with a reported score of 8.2 out of 10.
- » A reduction in clostridioides difficile infection rates in our hospitals since 2024, and an improvement in prescribing practice to help tackle antimicrobial resistance.
- » 9,000 fewer people on planned waiting lists and 4,000 more people treated per month in A&E in under 4 hours.
- » Cutting edge circulating tumour DNA testing launched through our genomics service, helping to identify and treat cancer more quickly.
- » World-first gene therapy treatments for sickle cell and thalassaemia disease offered to people at MFT.



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

- » More people recommending MFT as a place to work in national staff surveys.
- » Improved morale reported by people working at MFT in the national staff surveys.
- » More people recommending MFT to their friends and family as a place to be treated.
- » More apprenticeships, with over 700 apprentice roles across MFT.

Refreshing Our Strategy



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

- » Up to £1.5bn of funding confirmed to redevelop North Manchester General Hospital as part of the New Hospitals Programme.
- » 630,000 people are using the MyMFT app which allows appointments to be booked and messages sent electronically.
- » We have delivered a break-even financial plan for the past 2 years.



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

- » Over 16,000 people took part in more than 1,500 research studies in the first year of our strategy.
- » Over £107m of research and innovation income planned in 2025/26.
- » Successful bids to host the NIHR Greater Manchester Commercial Research Delivery Centre and NIHR Applied Research Collaboration Greater Manchester.

Our work to improve the services we offer and the experience of people that work here never stops, and there are more improvements that we need to make, it is good to recognise the progress that our teams have made.

Because of all these changes, we have made some important updates to the objectives and actions in our strategy, which have been reflected in this document. What hasn't changed is our overall mission – working together to improve the health and quality of life for our diverse communities – or our 5 aims. **What** we aim to do as an organisation has not changed since we wrote our strategy in 2024. **How** we plan to do this has been refreshed to reflect the opportunities that we have to transform our services and raise our ambition as to how we can improve people's lives over the coming years.

You can read more about how and why we refreshed our strategy – and the changes that we made – [here](#).



17 out of every 100

working age non-students
were economically inactive.

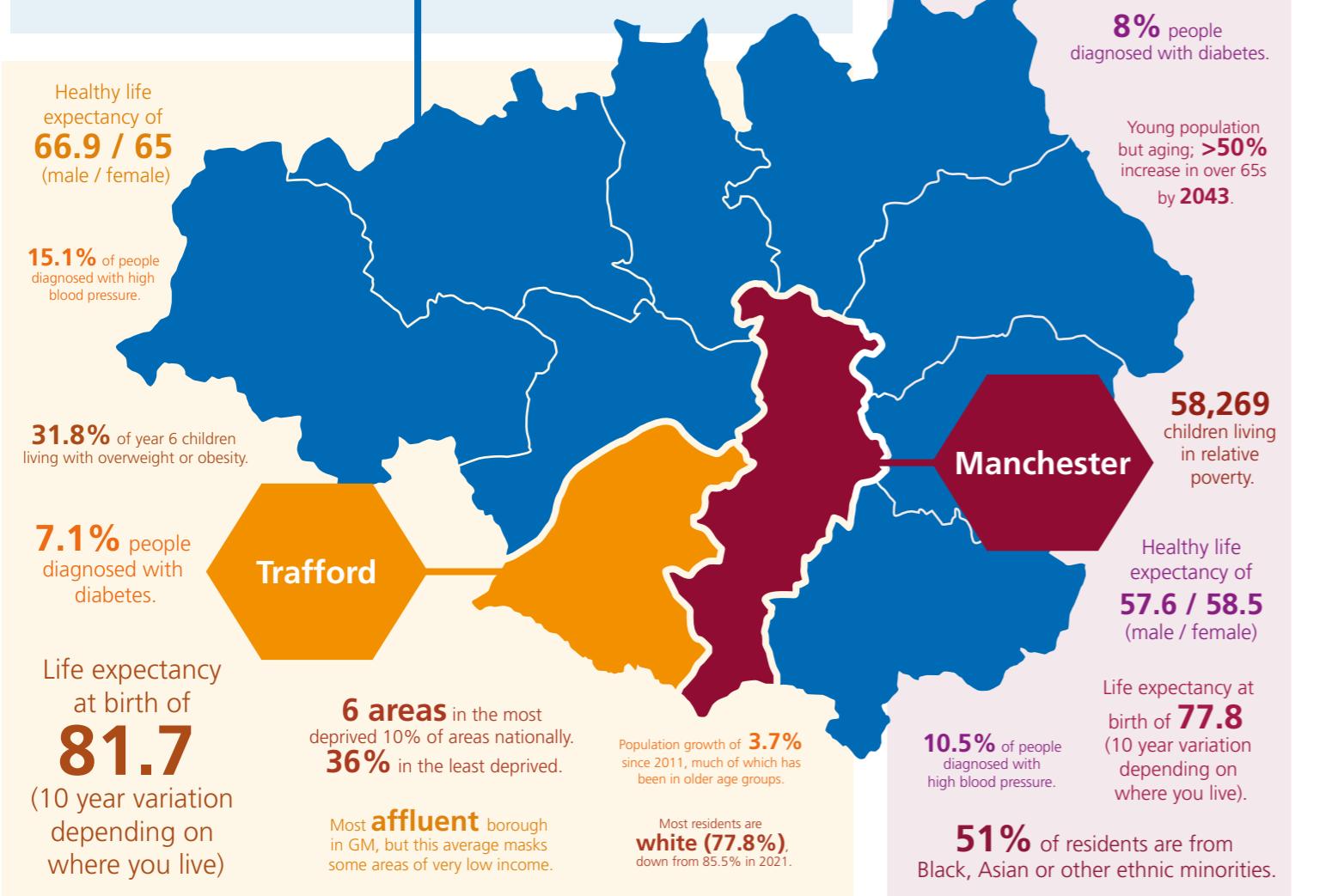
9.3% (240,977) said they had a
health condition or illness that limited
their day-to-day activities 'a lot'.

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



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

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.



Estimated population growth of **40.7%**
between 2001 and 2021.

725k people expected to
live in Manchester by **2032**.

48.3% of year 6 children
living with overweight or obesity.

120 areas in the most deprived
10% nationally. 0 in the least deprived 10%.

8% people
diagnosed with diabetes.

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

58,269
children living
in relative
poverty.

Healthy life
expectancy of
57.6 / 58.5
(male / female)

Life expectancy at
birth of **77.8**
(10 year variation
depending on
where you live).

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

10.5% of people
diagnosed with
high blood pressure.

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

6 areas in the most
deprived 10% of areas nationally.
36% in the least deprived.

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

Our Communities

Whilst we provide services to people from across the country, most of our patients 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 is one of the country's fastest growing city regions. 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 national average. Our strategy will build on the strengths of our city region while addressing some of the challenges 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

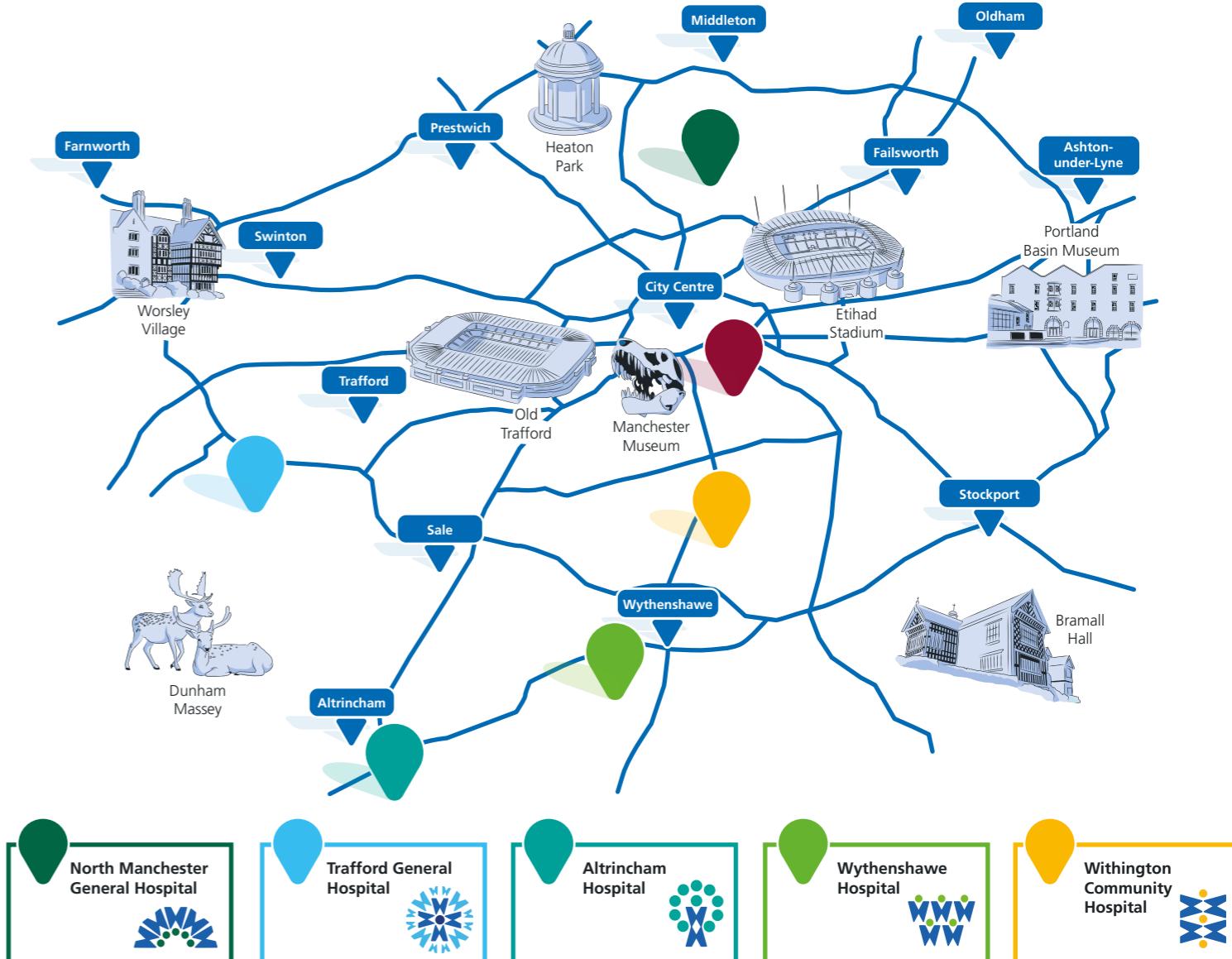
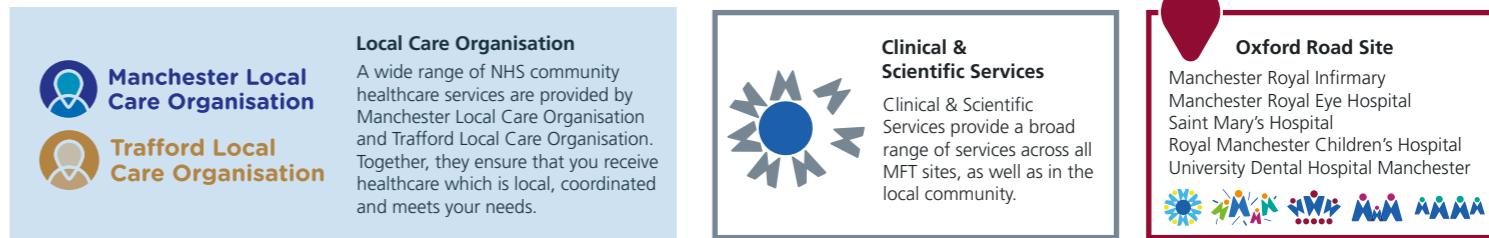
Our teams provide a full range of community and hospital services to the people of Greater Manchester and beyond:

- 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 offer people access to the very latest treatments and innovations.

As MFT continues to grow and develop, we have the opportunity to improve the lives of even more people through our services, our research and our innovation.



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.

Our 31,000 staff include:

- 10,500 nurses and midwives
- 6,100 admin and clerical staff
- 3,100 medical and dental staff
- 2,300 allied health professionals (such as physiotherapists)
- 1,400 catering, portering, security, domestic and other staff
- 1,000 healthcare scientists.

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

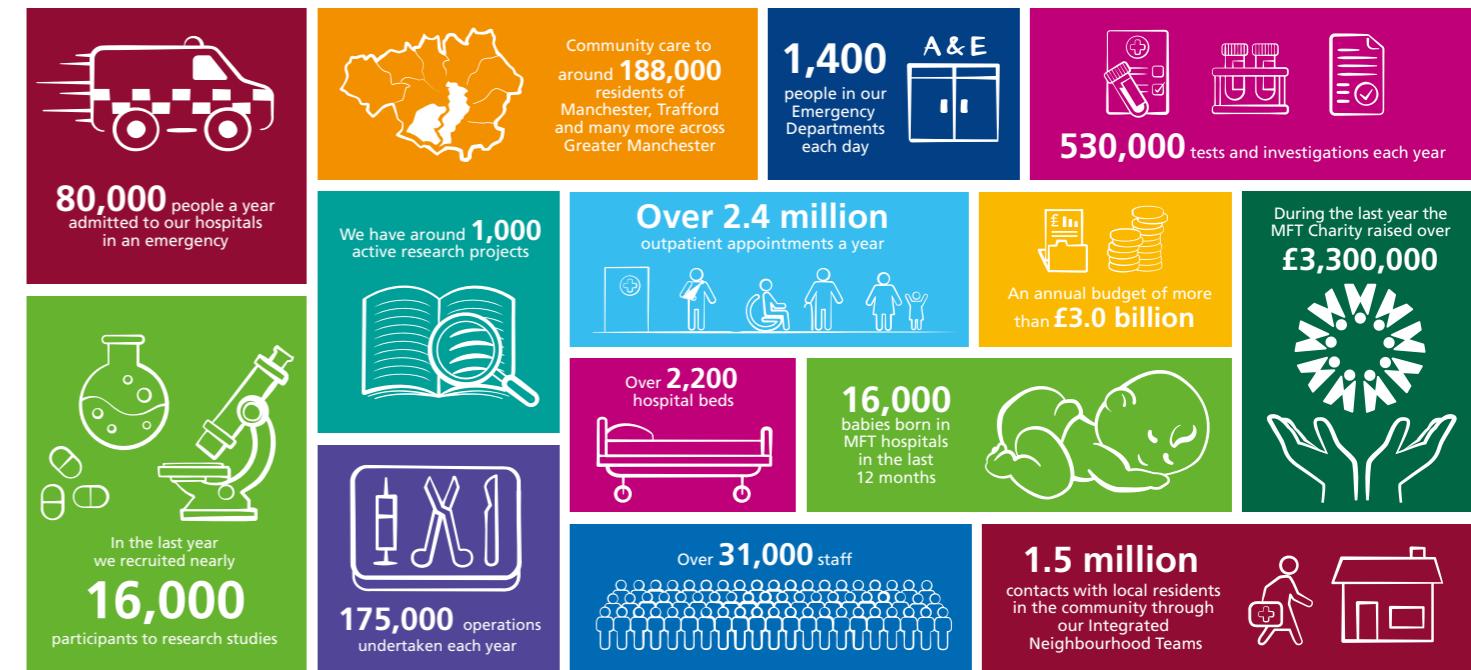
- Manchester and Trafford Local Care Organisations work alongside Local Authority colleagues to provide NHS and adult social care to local people. Through our Neighbourhood Teams and Hospital at Home services, we collaborate with primary care networks to establish more streamlined services and outcomes for patients and to deliver more care in the community – in GP surgeries, in community centres and in people's own homes.
- We work closely with local NHS and voluntary, community, faith and social enterprise (VCFSE) 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.

There are also 9,500 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:

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

- Our size, scale and expertise allow us to proudly host organisations such:
 - » Health Innovation Manchester, with which we work closely on research and 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.

Set out below are some key facts and figures about MFT:



Why Did We Develop This Strategy?

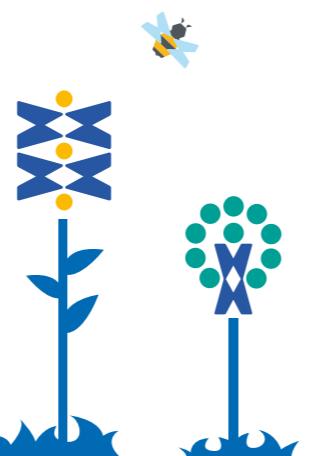
We knew that as a large and complex organisation we needed a clear strategy to help us deliver our mission: to work together to improve the health and quality of life of our diverse communities.

Having published it in 2024, we had planned to refresh our strategy after two years. In the summer of 2025, however, a number of important documents were published, including the Government's *10 Year Health Plan – Fit for the Future*, the *Life Sciences Sector Plan* and a new strategy for Greater Manchester. Bringing the refresh forward helped to ensure that our strategy and plans were fully aligned with these important changes.

The review found strong alignment between our strategy and these new policies. It also highlighted the progress we have made in delivering our strategic aims over the past two years.

In many ways, we are in a much better position as an organisation than we were when we launched our original strategy. At that time, we were still recovering from the Covid pandemic. Now there are new opportunities open to us, particularly around the use of digital innovation and technology. We want to play a bigger role in preventing illness, transforming the way we deliver services, shifting care into the community, and growing our research and innovation activities.

These are no longer 'nice-to-haves', they are essential if we are to deliver our mission to improve people's health and quality of life.





How Did We Develop Our Strategy?

We developed our strategy through conversations with our staff, governors, members, partners and patient groups. Through the process we 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?

To help us, we established four reference groups to capture different points of view:

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.



The Steve Mycio Unit

dedicated to the memory of Steve Mycio OBE

Manchester University Hospitals NHS Foundation

nic
nic
ndocrinology
Zone



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.

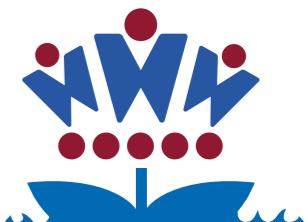
External Partners Reference Group

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.

Whilst completed over a shorter period of time, we followed a similar process when we refreshed our strategy in 2026, getting views from the same range of people on what we might change.



Challenges and Opportunities

As we developed and refreshed our strategy, we identified the challenges and opportunities we will need to respond to if we are going to be successful. 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 rising demand, it is likely to affect the quality of care we provide, the satisfaction of our staff, our finances and our research and innovation work. Reasons for 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 improvements 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.
- 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.

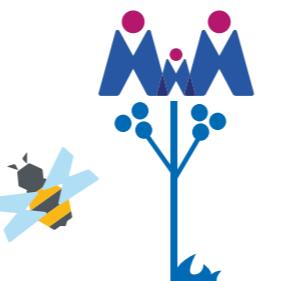
Opportunities

- 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 state-of-the-art Electronic Patient Record (EPR) which is transforming how we deliver our services and gives us the opportunity to become a truly information-driven organisation.
- The NHS app will be an important way in which people access services, offering health advice, appointment booking, access to personal health records, digital prescriptions, and supporting remote monitoring.
- An increased focus on supporting healthy living, preventing illness and tackling inequalities can help to improve people's lives and reduce demand on healthcare services.
- There is an opportunity to further integrate care working as part of Greater Manchester Integrated Care System through closer working with primary care (e.g. GPs), local councils and the voluntary sector.
- The 10 Year Plan sets out a vision where staff can make the most of electronic patient records, remote monitoring and artificial intelligence, with digital tools like automation and voice recognition giving clinicians more time for patient care.



Challenges and Opportunities

- Creating a more diverse workforce at all levels can help to improve outcomes for people using our services.
- 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.

One of the key changes that we have made has been to add what we have termed our **critical enablers**. These are four important themes that support all our aims and objectives. Whilst they were part of the original strategy, the feedback we had was that they did not always come through as strongly as we might have wanted. Setting them out in this way will help to make their importance clear. They are:



Equity

We will seek to address inequalities in all that we do, working with partners to close inequalities in our communities, improving equity of access and outcomes in our services and research, and treating the people who work and learn at MFT equitably.



Improvement

We will embed an approach to continuous improvement across the organisation ensuring that everyone has the skills and data that they need to improve our services.



Digital Innovation

We will use our strong digital capabilities and continue to develop our digital infrastructure to transform the way we deliver services, to grow our research and innovation activities and make better use of our resources.



Partnership and Collaboration

We cannot deliver our strategy on our own, and we have an important role to play in delivering wider system plans. We will work together with our communities and the people that use our services; with primary care, Local Authorities, the VCSFE sector and colleagues across health and care; with the people who work and train at MFT and their representatives; with partner organisations and industry.

Our aims, objectives and actions will shape the work that we do over the coming years as an organisation, both as teams and as individuals. In a later chapter, we explain in more detail how we will make sure that everyone feels part of delivering our strategy together and understands their role.

A visual summary of our strategy and our values can be found on page 40.

Refreshing Our Values

At the same time as developing our strategy we also 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 was important that we create the right conditions for our staff to succeed. Refreshing our values is key to changing and improving 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 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 were developed through this engagement:



A fifth value – we are curious – was 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 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

We Are
CompassionateWe Are
CuriousWe Are
CollaborativeWe Are
Open & HonestWe Are
Inclusive

OUR ENABLERS

 Equity

 Digital
Innovation

 Improvement

 Partnership &
Collaboration

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 work with partners to redesign services so that more care is delivered in people's homes and neighbourhoods.

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 treated.

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 staff feel valued and supported by listening well and responding to their feedback. We will improve staff experience by embracing diversity and fairness.

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, building on our position as a digital leader and embracing new technology such as artificial intelligence, to improve people's health and transform 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.



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.





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 review our actions each year as part of our annual planning process.

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

- ◆ Develop personalised maternity care pathways to improve equity, access, and outcomes for women at higher risk, including those from minority ethnic backgrounds and deprived areas.
- ◆ Address health inequalities by working with under-served communities to improve things like oral health, bowel cancer screening, hypertension and diabetes services. Extend this approach to asthma in children and young people, and to other screening and immunisation programmes.
- ◆ Increase number of public health interventions that we deliver across MFT to address the three major lifestyle drivers of illness – smoking, poor diet and lack of activity – as well as wider social determinants of health by supporting access to services for housing, debt, benefits, employment etc.
- ◆ Improve the way in which we collect and use demographic data, and data on inequalities, to inform our planning, decision-making and service improvement.
- ◆ 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.



2

We will work with partners to redesign services so that more care is delivered in people's homes and neighbourhoods.



To deliver this objective, we will prioritise the following actions

- ➊ Work with partners across Manchester and Trafford – including primary care, Local Authorities and VCFSE colleagues – to further develop all-age neighbourhood health services through our Local Care Organisations. Deliver more services in the community with a focus on prevention, supporting the GM Live Well Programme.
- ➋ Deliver the Care Closer to Home programme. Support patients in the most appropriate care setting, improving the way that people move through community and hospital services, reducing days away from home.
- ➌ Improve the care of patients with long-term conditions, such as cardiovascular, respiratory and diabetes, ensuring the right services and support is available for people in the right place and from the right professionals.
- ➍ Work with colleagues in primary care, social care and the VCFSE 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.
- ➎ Work with commissioners and locality partners to ensure that access to services across our communities is consistent, whilst being tailored to local need.
- ➏ Build on the establishment of our Community Diagnostic Centres to support the transformation of pathways and support the delivery of more care at a neighbourhood level.

3

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



To deliver this objective, we will prioritise the following actions

- ➊ Deliver our Cancer Strategic Delivery Plan. Develop our services and pathways to deliver equitable access and outcomes and personalised care.
- ➋ Build a patient experience framework to improve delivery of person-centred services, strengthening the way we receive feedback and our approaches to co-production. Build on our relationships with external groups, including through our VCFSE leaders forum, to ensure broader community involvement.
- ➌ Ensure that every patient-facing team at MFT has a process through which they analyse real-time feedback from people that use our services and make changes to improve the service they offer.
- ➍ Reduce episodes of avoidable harm in our hospitals through a focus on preventing pressure ulcers, falls and missed doses of critical medicines.
- ➎ 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.
- ➏ Deliver the Care on Time programme. Transform our outpatient services, elective and diagnostic pathways, supported by digital innovation. Reduce waiting times equitably and ensure that – when people are waiting – they are waiting safely.
- ➐ Implement a robust quality management system that integrates safety, patient experience, and outcomes to drive continuous improvement.

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.
- ◆ Mainstream genomic medicine across specialties at MFT and the wider system through the new Regional Genomic Medicine Service, bringing genomic testing earlier in care pathways and applying pharmacogenomics.
- ◆ Build on our position as being at the forefront of genomic testing nationally by developing services such as circulating tumour DNA testing, pharmacogenomics and in population health. 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 and deliver our strategic delivery plan for robotic assisted surgery across MFT.

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, delivering models of care that meet people's needs, address inequalities and are financially sustainable.
- ◆ Work together with GM providers to deliver the Trust Provider Collaborative priorities, including the GM pathology and procurement collaborations, single queue diagnostics and corporate services projects.

6

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



To deliver this objective, we will prioritise the following actions

- ◆ Ensure effective engagement with colleagues at all levels, including strong engagement with Staff Networks, students and trainees, Trade Unions and professional associations. Work with Equality, Diversity and Inclusion (ED&I) leads and with Change Agents to support this.
- ◆ Listen and respond to what staff and students tell us through surveys and other routes. Co-create plans to deliver improvements.
- ◆ Monitor and deliver on the Trust-wide ED&I plan to create an organisation where all staff feel a sense of value and belonging and are treated fairly.
- ◆ 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.
- ◆ Embed our values and behaviours through values-based recruitment, leadership development programmes, and implementation of the management and leadership framework. Ensure that our values are role modelled and understood, encouraging colleagues to challenge inappropriate behaviour.
- ◆ Implement, monitor and enhance our response to violence, abuse and sexual safety concerns. Ensure that people see that concerns regarding their safety and wellbeing are taken seriously and acted on.
- ◆ Support healthy living and address health inequalities by promoting staff health and wellbeing services and initiatives such as Health and Wellbeing Champions. Deliver a step change in how we support attendance by addressing long term inequities and policy gaps.
- ◆ Make MFT a place that people enjoy working and learning through our culture change programme, working with our team of Change Agents on three-year cycles of cultural improvement.

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

- ◆ Work with colleagues to build a People Plan aligned to the goals of the *10 Year Health Plan*, developing a workforce that is fit for the future, with an individualised development plan for every employee.
- ◆ Co-design an education and training plan, supporting new roles and ways of working, improving access to roles and maximising apprenticeship opportunities.
- ◆ Strengthen our widening participation initiatives, working with job centres, schools and local communities. Ensure recruitment, onboarding and career development practices are inclusive and accessible.
- ◆ 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.

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

- ❖ Standardise our operational policies and practice across MFT to eliminate unwarranted variation and deliver better value.
- ❖ 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.
- ❖ 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 activities for MFT in support of the Trust's financial sustainability, innovation and partnerships.
- ❖ Refresh the Trust's medium-term financial and capital plans to support our strategic ambitions, responding to new financial flows and payment mechanisms in support of our clinical and population health plans.

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

- ❖ 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.
- ❖ 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. Progress our plans for the development of Wythenshawe Hospital and the surrounding area.
- ❖ Develop and implement an estates plan that is aligned to the MFT strategy, delivers our major capital programmes and ensures that our estate meets the required standards.

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.
- ◆ 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.
- ◆ Look for opportunities to further develop our research and innovation infrastructure and to maximise commercial opportunities. Drive forward research and innovation in new areas – such as children and young people, neighbourhood health services, long-term conditions and health inequalities.
- ◆ 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.

11

We will apply research and innovation, building on our position as a digital leader and embracing new technology such as artificial intelligence, to improve people's health and transform the services we provide.



To deliver this objective, we will prioritise the following actions

- ◆ Make sure that our research and innovation work addresses the challenges and opportunities for the organisation, supported by our iTAP programme, Innovation Ambassadors and system partners.
- ◆ 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.
- ◆ Build on the development of the MFT trusted research environment so that it can be harnessed to improve services for patients and power cutting-edge medical and commercial research.
- ◆ Explore the opportunity to appoint at least one strategic partner to help us adopt safe and effective AI solutions for clinical and operational use at scale.
- ◆ Increase the number of impactful, formalised industry partnerships year-on-year to generate new research and innovation activities and new income streams as appropriate.
- ◆ 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.
- ◆ Deliver our Digital Strategic Delivery Plan and develop our digital infrastructure, ensuring that MFT is a digitally connected, data-driven organisation. Support the adoption of digital innovations to transform our services, improve people's health and working lives.
- ◆ Develop a programme for the adoption of wearable technology to support the adoption of new models of care.



Living Our Values

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



We are
compassionate

We are
curious

We are
collaborative

We are
open
and honest

We are
inclusive

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 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 of 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 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 48). More detail on how the actions in our strategy support our values can be found in the appendix on page 68.



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. We will use our strategy will inform our priorities in this yearly planning process.

How will we know if we have been successful?

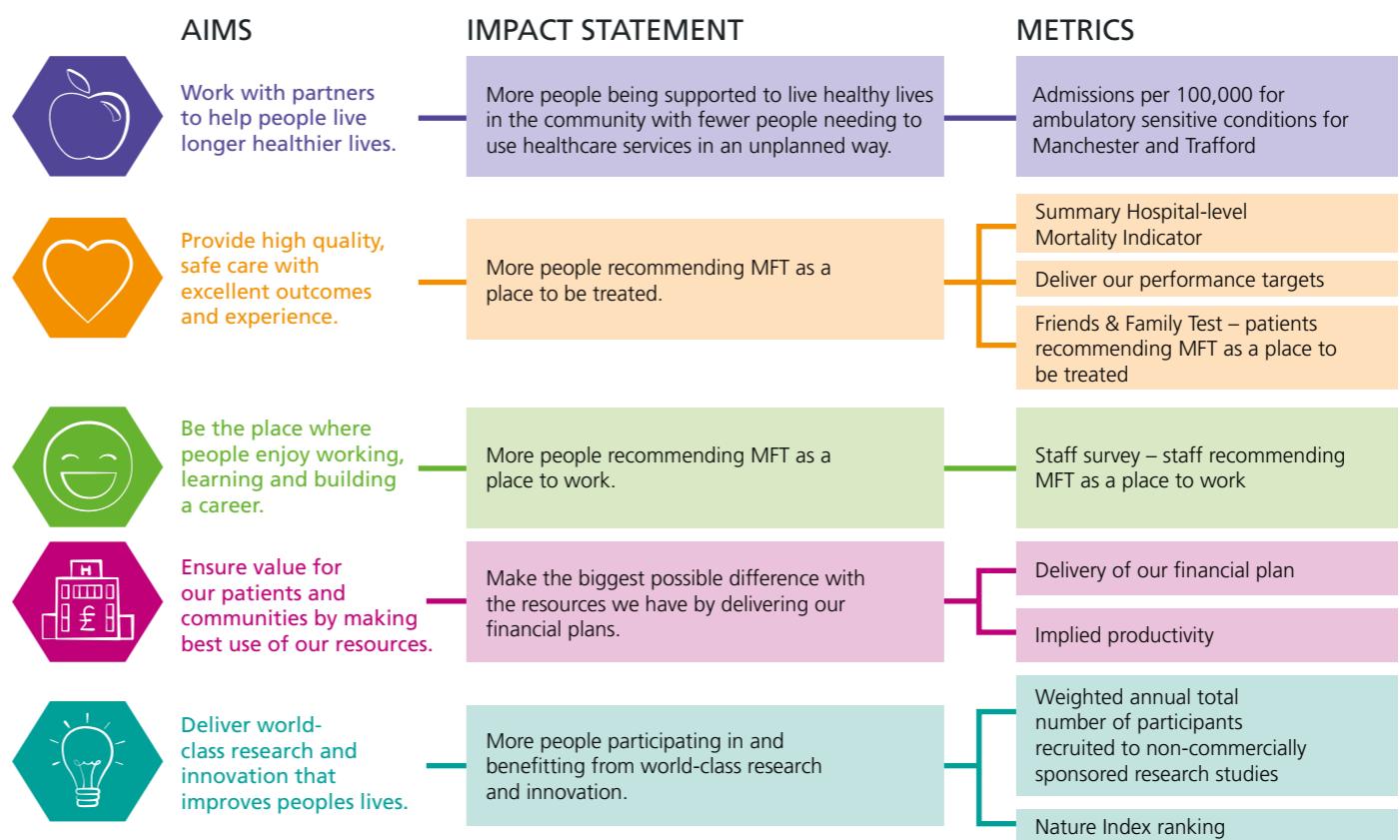
We have the opportunity to become a truly information-driven organisation, using data and evidence to identify ways to improve the services that we offer.

In an earlier chapter, we set out the difference that we want to make in delivering each of our five strategic aims:

- 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 our financial plans.
- More people participating in world-class research and innovation.



Over the course of this strategy, we will measure our performance against headline indicators for each of our five strategic aims as shown below. For each of these headline indicators we have set a target for where we will be by March 2029 and a trajectory setting out where we expect to be at the end of each year. In this way everyone can see how successfully we are delivering our strategy. We will refresh our performance reports to make sure that these indicators are measured on a regular basis.





Delivering Our Strategy and Measuring Success

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 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 including showing where we are against the headline metrics to our Governors and Board of Directors.

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 patients in the most appropriate care setting, improving the way that people move through community and hospital services, reducing days away from home.
- ◆ Improve the care of patients with long term conditions, such as cardiovascular, respiratory, diabetes, ensuring the right services and support is available for people in the right place and from the right professionals.
- ◆ Ensure effective engagement with colleagues at all levels, including strong engagement with Staff Networks, students and trainees, Trade Unions and professional associations. Work with ED&I leads and with Change Agents to support this.
- ◆ Embed our values and behaviours through values-based recruitment, leadership development programmes, and implementation of the management and leadership framework.
- ◆ Ensure that our values are role modelled and understood, encouraging colleagues to challenge inappropriate behaviour.



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.

- ◆ Strengthen our widening participation initiatives, working with job centres, schools and local communities. Ensure recruitment, onboarding and career development practices are inclusive and accessible.
- ◆ Increase the number of impactful, formalised industry partnerships year-on-year to generate new research and innovation activities and new income streams as appropriate.

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

- ◆ Deliver our Digital Strategic Delivery Plan and develop our digital infrastructure, ensuring that MFT is a digitally connected, data-driven organisation. Support the adoption of digital innovations to transform our services, improve people's health and working lives.
- ◆ Explore the opportunity to appoint at least one strategic partner to help us adopt safe and effective AI solutions for clinical and operational use at scale.
- ◆ 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.

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

- ◆ Improve the way in which we collect and use demographic data, and data on inequalities, to inform our planning, decision-making and service improvement.
- ◆ Deliver our Digital Strategic Delivery Plan and develop our digital infrastructure, ensuring that MFT is a digitally connected, data-driven organisation. Support the adoption of digital innovations to transform our services, improve people's health and working lives.
- ◆ Build on the development of the MFT trusted research environment so that it can be harnessed to improve services for patients and power cutting-edge medical and commercial research.



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.

- Build a patient experience framework to improve delivery of person-centred services, strengthening the way we obtain feedback and our approaches to co-production.
- Build on our relationships with external groups, including through our VCFSE leaders forum, to ensure broader community involvement.
- 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, delivering models of care that meet people's needs, address inequalities and are financially sustainable.
- 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.

Appendix: How Our Actions Support Our Values

Because we are collaborative we will...

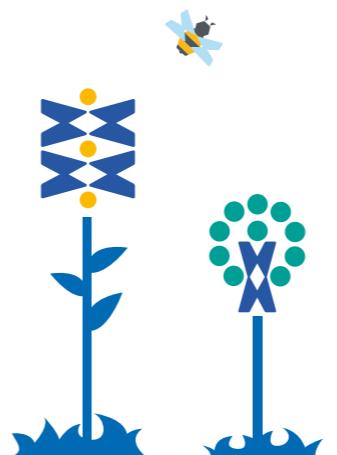
Work together with partners across Greater Manchester.

- ◆ Work with partners across Manchester and Trafford – including primary care and Local Authorities and VCFSE colleagues – to further develop all-age neighbourhood health services through our Local Care Organisations, delivering more services in the community with a focus on prevention.
- ◆ Support the GM Live Well Programme.
- ◆ Work with colleagues in primary care, social care and the VCFSE 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.
- ◆ Work together with GM providers to deliver the Trust Provider Collaborative priorities, including the GM pathology and procurement collaborations, single queue diagnostics and corporate services projects.

Because we are collaborative we will...

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

- ◆ Mainstream genomic medicine across specialties at MFT and the wider system through the new Regional Genomic Medicine Service, bringing genomic testing earlier in care pathways and applying pharmacogenomics.
- ◆ Build on our position as being at the forefront of genomic testing nationally by developing services such as circulating tumour DNA testing, pharmacogenomics and in population health. 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.
- ◆ Work with national and local partners to identify alternative sources of capital funding to support the development of our estate and facilities. Progress our 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 at MFT has a process through which they analyse real-time feedback from people that use our services and make changes to improve the service they offer.
- Ensure effective engagement with colleagues at all levels, including strong engagement with Staff Networks, students and trainees, Trade Unions and professional associations. Work with ED&I leads and with Change Agents to support this.
- Listen and respond to what staff and students tell us through surveys and other routes. Co-create plans to deliver improvements.

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.

- Deliver the Care on Time programme. Transform our outpatient services, elective and diagnostic pathways, supported by digital innovation. Reduce waiting times equitably and ensure that – when people are waiting – they are waiting safely.
- 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.

- Develop personalised maternity care pathways to improve equity, access, and outcomes for women at higher risk, including those from minority ethnic backgrounds and deprived areas.
- Address health inequalities by working with under-served communities to improve things like oral health, bowel cancer screening, hypertension and diabetes services. Extend this approach to asthma in children and young people, and to other screening and immunisation programmes.
- Increase number of public health interventions that we deliver across MFT to both address the three major lifestyle drivers of illness - smoking, poor diet and lack of activity - and wider social determinants of health by supporting access to services for housing, debt, benefits, employment etc.
- Support healthy living and address health inequalities by promoting staff health and wellbeing services and initiatives such as Health and Wellbeing Champions. Deliver a step change in how we support attendance by addressing long term inequities and policy gaps.

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.

- Strengthen our widening participation initiatives, working with job centres, schools and local communities. Ensure recruitment, onboarding and career development practices are inclusive and accessible.
- Co-design an education and training plan, supporting new roles and ways of working, improving access to roles and maximising apprenticeship opportunities.
- Monitor and deliver on the Trust-wide Equality, Diversity and Inclusion (ED&I) plan to create an organisation where all staff feel a sense of value and belonging and are treated fairly.



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 VCFSE 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 Trust.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



© MFT 2026

