

## Introducing Our Refreshed Strategy

In 2024 we published our first MFT-wide strategy *Where Excellence Meets Compassion*.

This set out our mission – to work together to improve the health and quality of life of our diverse communities – our strategic aims and objectives. It helped to provide clarity for ourselves, our communities and our partners about what we are trying to achieve together and where we plan to focus our efforts over the coming years.

In Summer 2025 the Government published [Fit for the Future: 10 Year Health Plan for England](#), which sets a new vision for the NHS and 3 important shifts:

1. From hospital to community
2. From analogue to digital
3. From sickness to prevention

At the same time, other important strategy documents were published locally and nationally.

We had originally planned to review our strategy after 2 years but given these developments, and some of the progress we have made since our strategy was launched, we decided to bring this refresh forward.

The review found good alignment between our strategy and the 10 Year Health Plan. It also highlighted the progress that 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 in the aftermath of the Covid pandemic. Now there are new opportunities open to us, particularly around the use of digital innovations and technology. We have even greater ambitions to play a bigger role in preventing illness, transforming the way we deliver services and shifting care into the community. We want to continue to grow our research and innovation activities so that we stay at the forefront of health and care. These are not 'nice-to-haves', they are essential if we are to deliver our mission to improve people's health and quality of life.

Our refreshed strategy document can be found [here](#).

This short introduction sets out **why** we brought the refresh forward, **how** we did it, and **what** has changed.



## Why We Have Refreshed Our Strategy Now

There were a number of important national and local strategy documents published over the summer. It was important that we checked that our strategy was aligned to the vision set out in these documents, and some of the specific initiatives that will follow:



### Fit for the Future: 10 Year Health Plan for England

The new 10 Year Plan was published in July 2025.

It describes three major changes in healthcare over the next decade:

1. Delivering more care **closer to people's homes and in the community** rather than in hospitals
2. Using **innovation and digital technology** to transform services including genomic medicine and artificial intelligence, for example
3. Doing more to **prevent ill-health and tackling health inequalities** including plans for Greater Manchester to become a 'prevention demonstrator'.

It also sets out new oversight arrangements and revised financial framework for the NHS with a greater focus on **transparency and patient experience**. It targets a return to the delivery of waiting time standards by transforming how services are delivered alongside improvements in productivity and efficiency.



### Together we are Greater Manchester: Greater Manchester Strategy 2025-2035

Published in July 2025, Together we are Greater Manchester sets out long-term ambitions for the region's health, wellbeing and prosperity. It emphasises delivering more integrated public services, improving population health outcomes, tackling inequality across our city region, and contributing to economic growth through innovation.



### Life Sciences Sector Plan

The Life Sciences Sector Plan launched in 2025, aims to boost research and innovation in the NHS and wider economy, making the UK the best place to start and grow a life sciences business. It includes plans to reduce set-up times for clinical trials, embed genomic medicine and pharmacogenomics, and encourage partnerships with industry and universities that bring cutting-edge treatments to patients faster.



## Why We Have Refreshed Our Strategy Now

Whilst there is much more to do, we have made some good progress in delivering on the strategic aims in our strategy:

### **We have made good progress in areas like preventative care.**

Since we launched our strategy, we have expanded our pioneering Lung Cancer Screening Programme across Greater Manchester. Since April 2024, over 500 lung cancers have been detected, 80% of which were found at an early stage which means treatment is more effective and outcomes are better. We have also launched programmes to provide employment support to 1,700 people accessing our health services through our dedicated team of Employment Coaches since 2024. We have helped patients to access over £2m of financial support through our on-site Citizens Advice workers and supported more than 350 people to tackle issues with damp and mould in their homes through our partnership with the local authorities. This is in addition to work already underway to offer people help with tobacco addiction and healthy eating. These efforts are showing promise in helping people live healthier lives and reflects our commitment to prevention as a core objective.

### **We have seen improvements in the experience and outcomes for people across MFT, although work to improve the quality of care is continuous.**

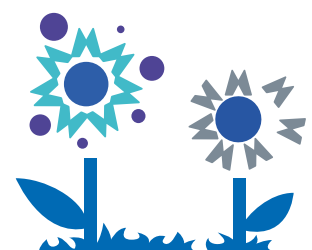
More people were satisfied with their care in the most recent national inpatient survey, with a reported score of 8.2 out of 10. *Clostridioides difficile* infection rates in our hospitals reduced between 2024 and 2025, and there have been improvements in prescribing practice to help tackle antimicrobial resistance. We have continued to develop our Genomics services rolling out ctDNA testing for lung and breast cancer which can help to fast-track patients to earlier, targeted treatment. We were selected to host the Regional Genomic Medicine Service for the Northwest and have been the first UK centre to provide several new cell and gene therapies in recent years, with the MRI treating people with a world-first gene therapy for sickle cell disease in 2025.

### **Whilst we have further improvements to make, since 2024 we have reduced waiting times for people having planned treatment as well as those attending our accident and emergency departments.**

Since April 2024 the number of people on our planned waiting list has reduced by over 9,000 and in December 2025, over 4,000 more people were seen and treated within 4 hours in our A&Es than in 2024. Cancer waiting times have also improved with an increase of more than 10% in the proportion of people with suspected cancer being treated within 62 days. Our Elective Surgical Hub at Trafford General Hospital is playing a key role in reducing waiting times further, and our Care Closer to Home Programme with local authority partners is helping people to avoid spending time in hospital where possible.

### **North Manchester General Hospital**

Up to £1.5bn to fund the redevelopment of North Manchester General Hospital was confirmed in the first wave of schemes within the New Hospitals Programme and building works have started on-site the help prepare for the new hospital development.



## Why We Have Refreshed Our Strategy Now

### We have expanded our single services.

This enables us to offer the same standard of care to all patients whichever MFT site they are treated on, to cover breast services, infectious diseases, cardiac and urology. We have almost completed work to take on the running of all services at North Manchester General Hospital that were previously provided by the Northern Care Alliance, with work on ear, nose and throat (ENT), urology, colorectal and trauma and orthopaedics services all completing since April 2024.

### There were positive signs in the 2024 staff survey, although there are further improvements to be made.

More people recommended MFT as a place to work and receive care, and there was an improvement in reported staff morale. We continue to offer different ways for people to start and develop their careers at MFT with over 700 **apprenticeships** offered across the Trust including nursing associates, occupational therapists, business administrators and mammography associates.

### One MFT.

Over the past two years, we have made **important changes to our leadership structure and operating model** to better support a "One MFT" way of working – breaking down silos between our hospitals and services and enabling more collaboration across the Trust. Central to this is the new model of clinical leadership we have put in place across MFT.

### Hive.

Having implemented Hive – our new electronic patient record programme – in 2022, we have become one of the most digitally mature organisations in the NHS. Since launching our strategy, we have introduced a range of digital innovations focussing on those that bring benefits to our patients and our staff. We have piloted Artificial Intelligence (AI) tools that help to document patient consultations, allowing clinicians to focus on conversations with their patients. We are also using AI to analyse images to identify patients at higher risk of skin and lung cancer and to predict those patients most likely to miss their appointments so that we can support them to attend.

Patients are receiving information in more modern and convenient ways such as by email and text. 630,000 people are using the MyMFT app, which also allows some appointments to be booked electronically. These are not the only ways we are contacting patients. We continue to communicate in ways that are the most comfortable and convenient for each individual.

### Research and Innovation (R&I).

We have also strengthened our Research and Innovation (R&I) infrastructure hosting the new NIHR Greater Manchester Commercial Research Delivery Centre which will act as a regional hub for pioneering clinical trials. We received funding for a further 5 years for the NIHR Applied Research Collaboration Greater Manchester which supports research that responds to the particular needs of local populations and local health and care systems.

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## How We Refreshed the Strategy

Work to refresh our strategy took place in the summer and early autumn of 2025.

As it was a refresh and not a complete re-write – and so that we could use the refreshed strategy to inform our plans for the following years – the process was shorter than the one we followed to write our original strategy. We still, however, wanted to make sure that we got a range of views from our communities, our colleagues and our partners in the wider health and care system. As part of the process we:

- Carried out surveys with our members and staff to understand what was most important to them when thinking about how services should be provided, and how we work as an organisation.
- Involved our Council of Governors – who represent our members and the public – throughout the process.
- Re-established the reference groups formed when we wrote the original strategy to hear the views of patient and community representatives, colleagues and partner organisations, on how we should update our strategy and future plans.

Based on what we heard, as well as engagement with the Board of Directors and leaders from across MFT, we developed a set of **proposed changes to the strategy**. The Board supported these proposed changes in October 2025, with a final round of engagement held before the refreshed strategy was formally approved in January 2026.





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## Changes to the Strategy

Our review found that there was good alignment between our strategy and the national and local developments.

We did, however – through consultation with our staff and partners – identify some areas in which our strategy could be strengthened and updated.

Whilst there are some important changes that we are making to our strategy, there are also some things that are already well aligned to the 10 Year Health Plan and are therefore not changing:



Our mission of **working together to improve the health and quality of life of our diverse communities** still describes the purpose of our organisation and the thing that we are all working to achieve.



**Our 5 strategic aims** still reflect the outcomes we want to achieve, and the improvements that we aim to make:



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



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



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



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



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

Keeping our mission and aims unchanged also helps to provide a consistent message about our high-level priorities and the direction we are taking as an organisation through our strategy.

Beneath each of our aims, our strategy sets out 11 objectives and a number of specific actions which describe in more detail the things that we are going to do to deliver our strategy. It is at this level that we are proposing a number of changes.



## Changes to the Strategy

### Refined Strategic Objectives

We have **updated two of our eleven strategic objectives** so that we are clearer about our ambition in some key areas, namely **providing more services in the community** and people's homes as opposed to in hospital, and on the importance of **digital technology** in transforming the services we provide.

#### 1 Aim 1 – Population Health Objective 2

##### The previous wording of this objective was:

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

##### In the refreshed strategy, Objective 2 now reads:

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

Whilst the original objective supported a shift from hospital to community, the feedback we received was that this could be clearer. We have therefore re-written the objective so that our ambition comes through more strongly.

#### 5 Aim 5 – Research & Innovation Objective 11

##### The previous wording of this objective was:

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

##### In the refreshed strategy, Objective 11 now reads:

"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."

As outlined above, we are now one of the most digitally mature organisations in the NHS. We wanted to make sure that this objective reflects the progress that we have made in recent years and points to the potential that further digital innovation has to really transform the way in which we deliver services.

All our other strategic objectives remain the same. We reviewed each during the refresh and found that they were still relevant and well-aligned to both our internal and external priorities.

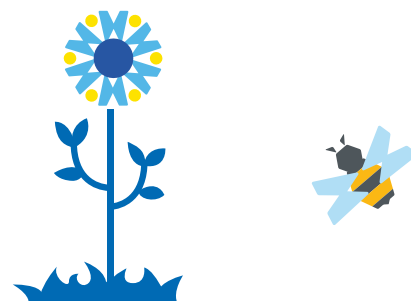


## Changes to the Strategy

### Updated Strategic Actions

The original strategy set out **87 priority actions** through which we would deliver our strategic objectives. Over the last two years, some of those actions have been completed, some needed updating, and some new ideas have emerged. As part of the refresh, each action was carefully reviewed. The result is reduced set of **64 strategic actions**. The results of this work are summarised below:

- **22 actions remain unchanged** because the work is ongoing and they continue to be critical to our aims. These are areas where our original plan has not changed and work to deliver it continues.
- **40 actions have been amended or refreshed** to reflect changes since the strategy was first written. This includes initiatives in the **10 Year Health Plan** or the **Greater Manchester Strategy**, such as the GM Prevention Demonstrator, and programmes that we have launched in recent years such as Care Closer to Home.
- **We have removed 25 actions from the strategy.** These are mostly actions that are now complete, or where an original action has been replaced by another. Examples include:
  - » Increase the number of patient safety representatives attending key meetings, and the number of safety champions we have in post across the organisation (due to complete in 25/26)
  - » Develop an infrastructure plan for community services, covering both estates and digital (estates and digital plans developed during 24/25)
  - » Carry out post-implementation reviews on all major projects and investments to ensure that the benefits forecast in business cases are delivered (process now in place through Finance and Commercial Management Committee)
  - » Formalise our approach to identifying and adopting proven innovations that will help us to address the challenges faced by our communities and our organisation (Innovative Technology Adoption Pipeline launched May 2025)
- **2 new actions** have been added to the strategy:
  - » Implement a robust integrated quality system, bringing together our approaches to patient safety, clinical outcomes, and patient experience into one system of continuous quality improvement.
  - » Refresh the Trust's medium-term financial and capital plans, ensuring that they fully support our strategic ambitions and respond to new NHS financial framework set out in the 10 Year Health Plan.



## Changes to the Strategy

### Critical Enablers

The final change that we have made to the strategy has been to add what we have called 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 everything 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.



#### 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.



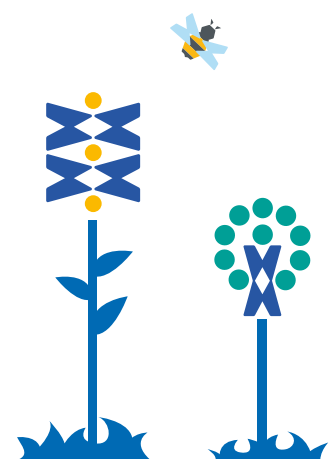
#### Improvement

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



#### 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 to deliver our mission.



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## Conclusion

It is encouraging that the review of our strategy showed good alignment with the 10 Year Health Plan and other important local and national strategic developments.

The original strategy was written at a time when MFT – and the country as a whole – was still recovering from the impact of the Covid pandemic. Almost 2 years on, this refresh has given us a helpful opportunity to better reflect the ambitions we have to transform the services that we provide, with a greater focus on prevention, more care closer to home, and making the most of digital innovation that will change the way health and care is delivered in the coming years.

At the same time, our overall mission and strategic aims remain unchanged. We remain focused on providing high quality local and specialist services, being somewhere people enjoy working and learning, making the best use of our resources and delivering world-class research and innovation. We will continue to work together with our communities, our people and our partners to improve the health and quality of life of people in Greater Manchester and beyond.

