

Acute and General Medicine Consultants

Manchester Royal Infirmary

Candidate Information Pack – Part 2

March 2024



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Introduction to Manchester University NHS Foundation Trust.

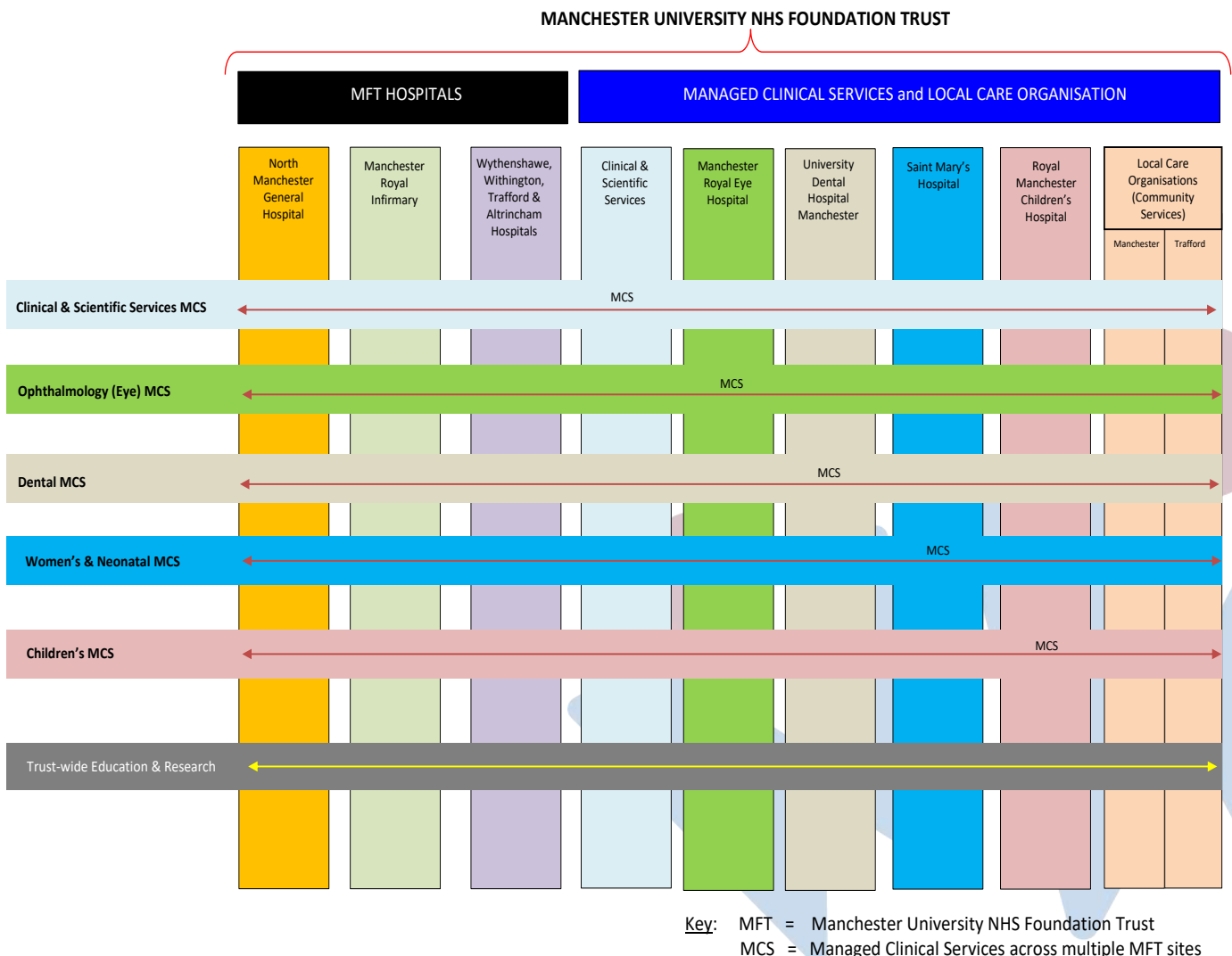
Manchester University NHS Foundation Trust (MFT) was established on 1st October 2017, following the merger of Central Manchester University Hospitals NHS Foundation Trust (CMFT) and University Hospital of South Manchester NHS Foundation Trust (UHSM). Details of the breadth and scale of MFT can be found at www.mft.nhs.uk.

MFT brings together outstanding people, resources and expertise to provide high quality, safe and consistent care that's fit for the future, for people living in the City of Manchester, Trafford, and beyond.

MFT videos can be found at <https://www.youtube.com/MFTnhs>. We're proud to be one of the major academic research centres and education providers in England and Research and Innovation is the heart of all we do, providing our people with a robust research & innovation infrastructure to encourage and facilitate the delivery of high-quality research programmes. We're also excited to be embarking on our new Green Plan which will set out how MFT continues to play its part in making healthcare more sustainable and tackling climate change.

The Trust includes over 28,000 staff working across the ten hospitals: Manchester Royal Eye Hospital, Manchester Royal Infirmary, Royal Manchester Children's Hospital, Saint Mary's Hospital, the University Dental Hospital of Manchester, Altrincham Hospital, Trafford General Hospital, Wythenshawe Hospital, Withington Community Hospital, North Manchester General Hospital (which MFT officially acquired from 1st April 2021) plus community services in Manchester and Trafford.

This is shown below:



Introduction to Manchester University NHS Foundation Trust.

The merger created the opportunity to work together across sites and with partner organisations in new ways, to address health inequalities that exist in our city and surrounding areas. This includes the chance to make an even greater contribution to education, training, research and innovation by coming together as one organisation.

Teams from across our services and sites are already working together in new and beneficial ways. This is helping us to address the significant challenges facing NHS services across the country, as part of our commitment to deliver treatment and care to the highest safety and quality standards within the available resources.

Our culture of openness and transparency continues to ensure that we report situations where care does not meet the high standards we set, and that we share the lessons learned. We also maintain a commitment to recruiting and retaining great people, offering them support, development and training opportunities as they build their careers at MFT.

Our 28,000 staff have contributed to developing Trust values and behaviours, through a series of workshops and engagement sessions. Everyone has a chance to share their ideas and views. We have launched a staff engagement platform 'Open Door' to enable managers and peers show recognition to colleagues who have demonstrated exemplar work; either patient or non patient facing where they have delivered it with compassion, empathy & pride; truly displaying key NHS values in action.

Launching our MFT People Plan – All Here for You, Together We Can.

There is so much to be proud of at MFT but most of all, our committed and dedicated workforce. All our people, whatever job they do, contribute in some way to the positive reputation of MFT.

The last two years have been more challenging than usual because of the Pandemic but we have worked together in an uncertain environment to care for patients and to look out for each other. This has been a brilliant team effort.

The Pandemic has certainly provided a new focus on the workforce which we are keen to promote further and MFT People Plan is our roadmap to creating a working environment that we all truly value and are proud of. The MFT People Plan – *All Here for You: Together we can* – describes the actions we are taking together, highlighting what we can expect to see, hear and feel as MFT employees.

There are five key themes set out in the People Plan which are based on the different parts of your time with us:

- **We want to work here;** MFT will be a great place to work
- **We look after each other;** we care for you, as you care for others
- **We are supported to be our best;** we care that you can develop your skills
- **We feel valued and heard;** we show you how important you are and hear what you have to say
- **We can shape the future;** our staff are at the forefront of shaping the future of care for our patients.

Through this roadmap, our aim is for MFT to be an Employer of Choice so that talented people choose to join, remain, and grow within the Trust.

We want to hear the voices of staff so that their diverse experiences inform and shape decision making. Most of all we want to have a culture that embodies our values and behaviours.





MFT is the largest Foundation Trust in the UK, so we need an integrated and innovative Electronic Patient Record (EPR) solution. As we strive to deliver a single hospital service across our Trust, we need to provide better continuity of care wherever patients are treated by bringing our varied systems together.

In September 2022, we introduced Hive, powered by Epic, the largest transformation and most complex programme MFT and Epic has ever embarked upon which will transform the quality of care and the experience for our patients and staff.

In simple terms, Hive is a major clinical transformation programme which will support delivery of the Clinical Services Strategy. It will have, at its heart, the Electronic Patient Record solution from Epic bringing all our patient information together in one place helping us work together across professions to improve services for patients and people who use our services. Hive means much more than the introduction of a new digital system. It means wide-spread change, and improvement, in every part and process in the organisation.

In summary, our vision for Hive is to transform the quality of care and the experience for our patients and staff by having the right information in the right place at the right time; first time, every time.

Follow us on Twitter at [@MFT_Hive](https://twitter.com/MFT_Hive) for all the latest updates!



Hive

Powered by **Epic**



Our Vision and Values.

Our Vision

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- Excels in quality, safety, patient experience, research innovation and teaching
- Attracts, develops and retains great people
- Is recognised internationally as a leading healthcare provider

Our Values

Together Care Matters
Everyone Matters
Working Together
Dignity and Care
Open and Honest

Values and Behaviours Framework

Behaviours we want

Examples of this Value in practice

Everyone Matters

- I listen and respect the views and opinions of others
- I recognise that different people need different support and I accommodate their needs
- I treat everyone fairly
- I encourage everyone to share ideas and suggestions for improvements

Working Together

- I listen and value others views and opinions
- We work together to overcome difficulties
- I effectively communicate and share information with the team
- I do everything I can to offer my colleagues the support they need

Dignity and Care

- I treat others the way they would like to be treated – putting myself in their shoes
- I show empathy by understanding the emotions, feeling and views of others
- I demonstrate a genuine interest in my patients and the care they receive
- I am polite, helpful, caring and kind

Open and Honest

- I admit when I have made a mistake, and learn from these
- I feel I can speak out if standards are not being maintained or patient safety is compromised
- I deal with people in a professional and honest manner
- I share with colleagues and patients how decisions were made

- I am aggressive, impolite and rude towards my colleagues
- I do not communicate or share crucial information with others
- I act in a way that undermines others
- Our department works in isolation and we don't work collaboratively with others

- I do not listen to other people's issues or problems
- I lack empathy when supporting others
- I tell my colleagues and patients I am too busy to help
- I show little energy or enthusiasm in the work that I do

- I discriminate against others
- I make no attempt to see things from other people's point of view
- I exclude others based on their values and beliefs
- I do not listen to what others say

- I am dishonest and cover up my mistakes
- I blame others for my mistakes
- I do not keep people informed when problems occur
- I openly criticise other people's views and opinions

Our Hospitals Managed Clinical Services.



Manchester Royal Infirmary

Founded in 1752 with just 12 beds, we've grown to become a major research and teaching hospital working with Manchester University's Medical School and a regional and national centre for services as diverse as kidney and pancreas transplants, haematology, vascular, major trauma, liver and pancreas surgery, rheumatology and HIV care. Around 145,000 patients visit our Accident and Emergency Department each year. Our many leading roles include running the largest home kidney dialysis programme in the country, being the first to provide closed loop insulin pumps for patients with diabetes and in the first group of hospitals to provide the revolutionary CAR T cell therapy for blood cancers.

Royal Manchester Children's Hospital

With 371 beds and 220,000 patient visits each year, we are the largest children's single site hospital in the UK. Treating children and young people from the North West, nationally and internationally, we offer a range of specialties including oncology, haematology, bone marrow transplant, burns, genetics, and orthopaedics, plus we have a dedicated paediatric emergency department.



University Dental Hospital Manchester

The Dental Hospital was founded in 1883 to serve the dental side of the medical school by allowing staff and students to attend to patients unable to pay for private dental treatment. All these hospitals were intended for the poor, for it was not until the end of the 19th century that richer folk sought hospital treatment. It was opened in Grosvenor Street, All Saints Manchester. Since then the dental hospital and school have occupied several other buildings.

Manchester Royal Eye Hospital

Providing care to the City of Manchester for over 200 years and now based in a new Eye Hospital, we provide an extensive range of eye services for both adults and children. Our facilities include the Emergency Eye Department, Ophthalmic Imaging, Ultrasound Unit, Electrodiagnosis, Laser Unit, Optometry, Orthoptics, the state-of-the-art Manchester Eye Bank and Ocular Prosthetics. Our consultants are assisted by a superb after-care team that prides itself on the delivery of the very best in patient care.



Saint Mary's Hospital

We provide a wide range of world-class medical services for women, babies and children. Our services include Maternity Services, Gynaecology, the Manchester Centre for Genomic Medicine, Newborn Intensive Care and the Sexual Assault Referral Centre. As a regional centre of excellence, we're committed to providing the highest quality care to patients and their families.

Our Hospitals/Managed Clinical Services.

Wythenshawe Hospital

We are a major acute teaching hospital and a recognised centre of clinical excellence, for example, for burns, lung cancer and respiratory services. We offer a large portfolio of specialised commissioned services including cardiothoracic, transplant and vascular surgery and breast care screening. We host a number of nationally commissioned services including National Aspergillosis, Regional Burns, Adult Cystic Fibrosis and are one of only five sites in the UK to provide ECMO.



Withington Community Hospital

Withington Community Hospital is a purpose-built modern building which provides specialist care to those patients requiring diagnostic treatment, day surgery and community services. It currently has approximately 350 full time staff and sees around 155,000 patients in clinics and departments every year.

Trafford General Hospital

The birth place of the NHS in 1948, with a clear identity within the community, Trafford General Hospital now provides a range of district general hospital services serving a population of approximately 226,600 people residing in the surrounding area of Trafford, Altrincham and Greater Manchester.



Altrincham Hospital

Altrincham Hospital is a purpose-built facility providing a high quality, modern, user-friendly environment for patients and staff and a range of general and specialist outpatient and diagnostic services.

North Manchester General Hospital

Now part of the wider family of MFT hospitals creating a Single Hospital Services for Manchester. The hospital has a full accident and emergency department, which includes a separate paediatric/A&E unit. It also offers a full range of general and acute surgical services and is the base for the region's specialist infection disease unit. In recent years, the hospital has undergone extensive work to improve its size and layout. The hospital benefitted from a £35m investment in the Women and Children's department which now offers a level 2 neonatal unit, maternity, labour and children's wards.



Our Hospitals/Managed Clinical Services.



Clinical and Scientific Services (CSS)

Clinical and Scientific Services (CSS) is a Managed Clinical Service (MCS) that provides an extensive range of services to the thousands of patients treated across our ten hospitals within MFT and the local community, as part of the LCO/TLCO. As a MCS, our Clinical and Scientific Services are made up of 5 divisions: Imaging, Pharmacy, Anaesthetics and Critical Care, Laboratory Medicine and Allied Health Professions. In order for us to provide effective services for all the areas, we employ around 3,700 clinical, administrative and managerial professionals. This is a diverse workforce that receives, on average 1,126,817 referrals per month and it costs us £225 million to run our services each year.

Community Health Services

Manchester Local Care Organisation and Trafford Local Care Organisation are the public sector partnership organisations that provide NHS community healthcare services and adult social care services across Manchester and Trafford. MLCO and TLCO have a shared leadership function and almost 4,000 staff are now deployed to work with the local care organisations to provide day to day services ranging from district nursing to health visiting and adult social work to health prevention.

Alongside that, they play a vital role in improving health and wellbeing across the areas that we serve; working in new ways to provide more care close to people's homes in the community and to build on what's great in the neighbourhoods across Manchester and Trafford. MLCO and TLCO are pioneering organisations at the forefront of working in new ways in health and social care in England. Healthcare posts in the two organisations are hosted by Manchester University NHS Foundation Trust.



**Manchester Local
Care Organisation**



**Trafford Local
Care Organisation**



MFT Leadership Structure.

Following the creation of Manchester University NHS Foundation Trust, a new leadership structure was implemented, drawing on existing talent from the two previous Trusts and also attracting high calibre leaders to join us from across the UK. We now have:

- A Group Board of Directors which includes the Chairman, Non-Executive and Executive Directors.
- A Council of Governors.
- A Group Management Board.
- Chief Executives at each of our Hospitals / Managed Clinical Services / Local Care Organisations

MFT has a corporate governance structure in place to support the achievement of good performance against our key standards. The Trust Board of Directors is responsible for the oversight of MFT performance, which is underpinned by a number of Committees that provide scrutiny, risk management and seek assurance that standards are being achieved.

Operational groups are in place that focus on planned and emergency / urgent care delivery, the outcomes of which feed into organisational committees and the Board of Directors.

In addition, to support oversight of the wider group of Hospitals / Managed Clinical Services (MCS) / Local Care Organisation (LCO) post-merger, a new Single Operating Model was developed which describes how the Hospital Sites / MCS / LCO will function and interact with the Group Executive Directors.

This is underpinned by the Accountability Oversight Framework (AOF) which contributes to the overarching Board Governance Framework, enabling the Trust's Board of Directors to fulfil its obligations and effectively run the organisation.

Every NHS Foundation Trust has a Constitution, which sets out how the Trust's governance operates. The Constitution also sets out the role and responsibilities of the Board of Directors and the Council of Governors, including standing orders for their practices and procedures. Further details can be found in MFT's Constitution (February 2021) which can be found on MFT's website www.mft.nhs.uk under 'The Trust' section.

In summary, Manchester University NHS Foundation Trust incorporates:

- A Group Board of Directors and Group CEO and a sub-Board infrastructure at Hospital / MCS / LCO site level.
- A Group corporate function, which provides a framework of policies and performance expectations and holds hospital sites to account through the Accountability Oversight Framework.
- A matrix structure, with seven hospital sites underpinned by Managed Clinical Services.
- A workforce of over 28,000+ staff members across ten hospital sites.



The MFT Board.



Mark Cubbon
Group Chief Executive



Julia Bridgewater MBE
Group Deputy Chief Executive



Darren Banks
Group Executive Director of Strategy



Peter Blythin
Group Executive Director of
Workforce & Corporate Business



David Furnivall
Group Chief Operating Officer



Jenny Ehrhardt
Group Chief Finance Officer



Professor Cheryl Lenney OBE
Group Chief Nurse



Professor Jane Eddleston
Joint Group Medical Director



Miss Toli Onon
Joint Group Medical Director



Kathy Cowell OBE DL
Group Chairman



Trevor Rees
Deputy Group Chairman



Gaurav Batra
Group Non-Executive Director



Mark Gifford
Group Non-Executive Director



Angela Adimora
Group Non-Executive Director



Professor Luke Georghiou
Group Non-Executive Director



Nic Gower
Group Non-Executive Director



Christine McLoughlin OBE
Group Non-Executive Director
/Senior Independent Director



Dr Damian Riley
Group Non-Executive Director

NB: full details can be found on the MFT website: <https://mft.nhs.uk/the-trust/the-board/>

About MFT



Manchester University
NHS Foundation Trust

Key facts



We have an annual turnover of more than £2.5 billion



We have around 2,600 beds for patients



We have over 28,000 members of staff

Major Developments



The life-saving new Helipad at MFT's Oxford Road Campus - the first elevated helipad of its kind in the North West - opened in May 2021



We are transforming the North Manchester General Hospital site, creating a new acute hospital at the heart of a health campus where people can learn, live and work.



£40 million A&E transformation at Manchester Royal Infirmary



Work on Hive, the new Electric Patient Record programme has begun, with a launch scheduled for September 2022

About Manchester.

There's a real air of expectation and excitement around Greater Manchester at the moment. The devolution deal negotiated in 2014 has given the region the chance to better meet the needs of the people that live and work in the area.

The region has already experienced success through its councils working together. Now it has additional powers and greater accountability through an elected mayor.

These powers relate to local transport, planning and jobs. Greater Manchester has a £300m fund for housing, enough for 15,000 homes over ten years, extra funding to get 50,000 people back into work and extra budget to support and develop local businesses.

Most important of all for the Trust and its people, Greater Manchester now controls £6 billion of public funding for health and social care. This means it can better respond to local people's needs, tapping into the experience and expertise of local NHS services to focus on preventing ill health and promoting healthy lifestyles.

For MFT, this gives us the chance to control our own destiny. We're proud to be working towards the harmonisation of health services in Manchester, with the ultimate goal of one hospital Trust for Manchester - we're excited about the opportunities this gives to our people.

Manchester Living

Manchester offers the best of both worlds, a vibrant world city, two hours by train from London but with the breathtaking scenery of the Lake District, Peak District, Cheshire and North Wales all easily accessible. The city is well served by transport, with regular train connections across the UK, and Manchester International Airport providing direct flights to all major European cities. It's easy to get around in the city due to its comprehensive bus, tram and local train network.

As far as setting up home in Greater Manchester goes, there are properties at a wide range of price points to rent or buy. From city to suburban to rural living, there's something for all tastes: amazing city penthouses, contemporary apartments, Victorian terraces, semi-detached houses and traditional family homes.

Each area of Manchester has its own distinct identity, offering a lifestyle to suit everyone and a host of different shops, restaurants and leisure activities to explore within a compact area.

The relocation of staff from the BBC and other leading media organisations to Media City cements the region's status as an affordable and attractive proposition for employment and home life alike.

It's also a great place to learn. With the world-class University of Manchester, Manchester Metropolitan University, and the Royal Northern College of Music, the city boasts Europe's largest urban higher education precinct. Equally, Greater Manchester is home to a variety of great schools and colleges.

Significant public and private sector investment over the last 20 years has transformed the city into one of the UK's most innovative and modern urban hubs. Despite this, Manchester remains proud of its central role in the industrial revolution and has fiercely protected its heritage and historic architecture.

It's no wonder that The Economist Intelligence Unit in 2014 named Manchester among the world's 50 most desirable cities ahead of London, New York, and Rome.

About Manchester.



Enjoying Manchester

Whether you are into music, the arts, shopping, food or sport, Manchester has the range of facilities and opportunities to suit your tastes.

The city is rich in music venues, large and small. It has two symphony orchestras, an internationally acclaimed opera house and Manchester Arena, one of the largest and busiest indoor arenas in the world with some 21,000 seats. This and smaller venues such as Manchester Apollo and the Manchester Academy showcase a vibrant music scene.

The arts are also thriving in Manchester, with a number of galleries and theatres showcasing the best of traditional and contemporary culture. And, from high street chains to designer boutiques and vintage stores, shopping is great here.

From the famous Curry Mile in Rusholme, with over 50 restaurants serving Indian and Pakistani food, to Thai, Chinese, Japanese, Italian – Manchester offers something for everyone. There are also plenty of Halal and Kosher retailers across the city, and a range of vegetarian and vegan cafés.

Sports fan will find plenty to keep themselves occupied. As well as big football clubs like Manchester United and Manchester City, our city also has an Olympic size swimming pool at the Manchester Aquatic Centre, and a velodrome, while Lancashire County Cricket club is close by. If you prefer taking part, there's the chance to experience just about every activity you can imagine, from rock climbing in the nearby Pennines and Peak District to the UK's longest - and the world's widest - real-snow indoor ski slope at the Chill Factor.