



GOOD PRACTICE CASE STUDY

CENTRAL MANCHESTER FOUNDATION TRUST (CMFT)

NHS CORPORATE CITIZENSHIP 'INSPIRING AND YOUNG MINDS'

SUMMARY

Central Manchester University Hospitals NHS Foundation Trust (CMFT) is dedicated to being a good corporate citizen and community partner. As one of the largest employers in Greater Manchester, the Trust is ambitious in its aims to not only engage with its local community regarding opportunities and career paths, but to connect with people who are traditionally disadvantaged in the labour market. In particular, the Trust aims to support local young people who are perhaps limited by the career expectations and opportunities available to them.

The Trust has always offered work experience for school and college age learners. In addition to this, since March 2010 a staff volunteering programme has been in place, designed to help inspire young people and to open their eyes to the career opportunities in healthcare, by enhancing and enriching their curriculum. This not only broadens their horizons but serves to nurture the next generation of NHS staff. It also gives existing CMFT staff the opportunity to mentor and support the learning of these young people, which can be a very rewarding experience.

The volunteering programme was kick started by funding from a programme called Aimhigher, a programme that encouraged progression to higher education for disadvantaged young people. Aimhigher encompassed a wide range of activities to engage and motivate school and college learners who had the potential to enter higher education, but who were under-achieving, undecided or lacking in confidence. It particularly focused on students from schools from lower socio-economic groups and those from disadvantaged backgrounds who lived in areas of relative deprivation where participation in higher education was low.



Although Aimhigher came to an end in July 2011 much best practice activity had been established within CMFT and this has been sustained as much as possible considering the loss of funding streams. Plans are also in place to extend activity over time, including an official mentoring scheme aimed at matching young people to NHS staff, who would not routinely have the opportunity to discuss NHS professions and career paths in the field of health and social care.





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KEY OUTCOMES

- The volunteering programme has been highly commended, and was recognised by The Guardian Health and Social Care Awards in 2011 when it was shortlisted for an award in the category of Citizenship and Volunteering
- At least 300 work experience placements are allocated every year within an array of roles and departments, ranging from working with cardiac physiologists in Manchester Heart Centre to working with Speech and Language Therapists in the community.
- 60 A' level students considering a career in medicine also access the CMFT 'Taste of Medicine' programme per year. A programme that gives a firsthand insight into medical careers
- In one quarter alone in 2011, there were 11 events coordinated for student groups of various sizes, onsite or in the schools themselves, which were very well received.
- Enabling internships to take place allowed mini projects to be completed, which was beneficial to the Trust as it

meant that work that was important could be carried out by students.

- Two Trust Directors serve as governors at Manchester Heath Academy, which is met with strong local support.

"Support given by CMFT has had a positive impact on the health, well-being and life chances of its students. The curriculum, particularly its specialism of Health and Sport Science, is enriched through access to experts and their working environment. Support is also provided to the leaders of the academy through active governance."

Barry Burke, Principal Manchester Health Academy

Benefits for Staff

- Over 200 staff per year are involved in school engagement activity - from supporting placements to delivering workshops. This is personally rewarding, gives them job satisfaction and allows them to feel more engaged with the Trust and their local community.
- Continuous Personal Development for staff carrying out activities

- Staff, schools and students have all reported positive experiences and results:

"I enjoyed my time on Tuesday teaching in the schools- I hope it was also beneficial to the children. It was quite a daunting experience going into the school but the staff and pupils were very welcoming. Overall it was a really positive experience and I would definitely put myself forward for this sort of thing again (maybe not after a night shift though!)"

Denise Sixsmith, Senior Radiographer

"Frances (Frances Binns, Therapeutic & Specialised Play Consultant) is a lovely lady who really tried to develop a rapport with the learners . I hadn't realised how high up she is in the service so it is even more impressive that she took the time out to come to one of our schools. We saw the whole range of your responsibilities so are very grateful for the time taken out. I am sure Frances talk will stay with the students and for some, open some new doors."

Julia Jama, Assistant Aimhigher Co-ordinator

BACKGROUND

According to the [Sustainable Development Unit \(SDU\)](#) corporate citizenship (within the NHS) is "an approach whereby positive health outcomes can be achieved and inequalities reduced, both in the short and long term, whilst minimising financial and environmental costs".

The phrase "corporate citizenship" originally appeared in [Choosing Health: Making healthy choices easier \(2004\)](#) as one of five priorities for the NHS in the following ten years.

Subsequently the Sustainable Development Commission (SDC) was set up to ensure that the Government was meeting the needs of society, the economy and the environment. This

organisation closed in March 2011, however before this it called on all NHS organisations to sign up to the Good Corporate Citizenship Model, an online [toolkit](#) that provided information, resources and a self-assessment test to help Trusts to become better citizens. CMFT responded to this call and as a result has taken many steps towards corporate citizenship, including setting up this volunteering programme and other employability schemes at the Trust.

In 2009 CMFT became a Foundation Trust (FT) which helped place the Trust at the heart of the community and increase the impetus to act more responsible in terms of local recruitment

and community engagement.

Another main driver for CMFT's Citizenship Volunteering Programme is that the Trust is the main corporate sponsor for Manchester Health Academy (MHA) and as such has committed to deliver curriculum-based activities to help support learning. MHA is a school based in a very deprived area of Wythenshawe which became an Academy as part of the Government's plans to improve children's performance through closer links to business and employers. CMFT's strong links with the Academy, as well as other local schools has helped foster a greater drive within the Trust to provide robust curricular activities.



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AIMS & OBJECTIVES

- Strengthen links with the local community and help the Trust to become a better Corporate Citizen
- Inspire young people, broaden their horizons and open their eyes to the career opportunities available in healthcare
- Enhance and enrich the curriculum provided by local schools and academies
- Nurture the next generation of NHS staff
- Give existing staff the chance to mentor and support the learning of young people, to provide opportunities for continuous professional development.
- Provide young people with appropriate information and advice, so that they understand what a job entails before they undertake training. In the long-term this should help to reduce drop-out rates and ultimately staff turnover amongst NHS professionals.

KEY STAGES OF SET-UP

- In 2007 a Community Engagement and Employment Initiatives Manager was employed to deliver on Corporate Social Responsibility objectives in the Trust's workforce planning and recruitment departments. This role was also identified to lead on the citizenship volunteering activity with schools and young people.
- A core Trust Strategy since 2008 is 'Inspiring young minds' and investing in future talent, especially in local schools and with young people who are from disadvantaged backgrounds. CMFT has put in place several initiatives to drive forward this agenda. For example, encouraging staff to volunteer to run activities such as workshops on site and in local schools, arranging work placements, 1:1 and group mentoring sessions and "taster" sessions for children aged 11-18 from local disadvantaged communities.
- In 2009 Aimhigher provided funding to establish a wider range of activities to support young people's engagement in NHS careers. The Aimhigher scheme closed in July 2011.

- After the closure of Aimhigher, reports, materials and contacts were shared but the support available to match up CMFT activity with the needs of the curriculum at local schools was reduced. However, ideas, feedback and learning, (for example, about workshop days on the hospital site) have been taken forward with a smaller number of schools.
- From July 2011 the Community Engagement Manager developed stronger relationships with the careers advisers within each of the two remaining partner schools and formalised the staff citizenship volunteering process
- In the autumn of 2011 articles were created for the staff newsletter and intranet in order to generate interest amongst staff in becoming volunteers. As a result 30 people came forward and have been added to a database of volunteers, with subsequent marketing increasing this number to 60 staff volunteers.
- Once key learning outcomes were established for the different groups of students e.g. Health and Social Care students, Science GCSE students etc, an itinerary of events was drawn up across the school year in September 2011. This involved a lot of organisation, as the schedule had to fit around schools' timetables as well as staff rotas within the Trust. Extra ad-hoc requests are also catered for where possible across the year.

HOW IT WORKS

At present, activity is coordinated by Lucy Rowe, (Community Engagement and Employment Manager) and Helen Boothby, Work Experience / 'Taste of Medicine' Manager. Lucy was tasked with picking up the agenda of Community and Schools Engagement in 2011. She joined the Trust just as Aimhigher funding and the Government's national internship scheme came to an end. Thus she was tasked with delivering on a project that had lots of work behind it, but no longer had the funding to be sustained in the same way. Work is now underway to build upon the resources and learning that already exists, and achieving this within a minimal budget.

Volunteers

This programme would not be possible without staff generously giving up their own time, or without managers releasing staff during working hours. Although it is not part of anyone's job description a wealth of volunteers have come forward and are always willing to step up. Volunteers are recruited via internal communications and are invited to participate in activities which are planned at the beginning and throughout the academic year.

Programme of events and activities

• Work Placements

There is a high demand for volunteering placements within hospitals in Central Manchester and CMFT recognises this need. Therefore the Trust's Work Experience manager coordinates over 350 placements every year, supporting local schools, colleges and The Manchester Health Academy. Placements are allocated on an application-based system.

The 'Taste of Medicine' work experience programme allows 'budding doctors' to rotate around various departments over a one week period, to get an overview of a variety of areas of medicine plus associated professional groups. The last day is focused on discussion, questions and evaluation with; the Undergraduate Dean, representatives from the admissions office at Manchester medical School and 3rd or 4th year medical students.





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• Interactive workshops

In these workshops a range of clinical and non-clinical staff demonstrate their jobs and deliver a teaching session which aims to be as interactive as possible. There is an element of talking, to help students understand how the person got to where they are, but the rest of the session focuses upon what they do and allows tutors to bring the curriculum to life with practical examples of how learning is utilised in the workplace.

For example in 2011 and 2012, 30 sessions were delivered in local schools. To name a few these included sessions by Specialist Play Consultants, Radiographers, Clinical Scientists, Cardiologists, Infection Control Specialists, Renal Dialysis Specialist. In September 2011, local year 12 students accessed a 'Health and Safety' focussed workshop and site visit facilitated by CMFT Health and Safety Manager and The Royal Manchester Children's hospital Moving and Handling Manager. Staff feedback was as follows:

I just wanted to say an enormous thank- you to you for welcoming us so warmly and spending your valuable time sharing your knowledge, experience and expertise with us today. The students loved the practical activities and came away with lots of information which will help them with their assignments. They also came away with a very positive view of the staff who work at the Children's Hospital, thanks to you.

Helen Walker, Curriculum Leader, Health and Humanities, MHA.

• Careers Advice sessions

These sessions are delivered both at the Trust and within schools. The Community Engagement Manager or another member of staff from specialised departments will engage young people and advise them of routes into the NHS, as well as any work experience that would be beneficial in general or for a specific role.

An innovative example of this was a 'journalism task' carried out with a group of local year 9 students. The students were

given the opportunity to become investigators for the day and to ask in-depth questions about working in health care. They wrote up the information in the form of a newspaper feature and as the specialist NHS Media Communication Officer and ex-journalist facilitator, (Camilla Sutcliffe) said, *'the session revealed some budding future Jeremy Paxmans'*

• Site visits

An annual large scale event for all local school and colleges has taken place for several years and involves departments from the whole Trust telling young people about their departments and unique roles.

'International Clinical Trials' day allows up to 60 school children to visit CMFT's on-site research centres and to engage in a number of interactive activities illustrating how subjects like contemporary genetics can complement the academic syllabus. Inviting local schools (by form groups) to the Trust allows them to discover the types of work undertaken at the Trust and to have the opportunity to speak firsthand with clinicians about roles and career options.

Groups of students throughout the year are also invited to attend various departments throughout the Trust, such as the pathology lab, to gain an understanding of what takes place there and to see staff in action.

RESOURCES

Funding from Aimhigher was around £15-20k in total, which covered costs for all the events and activities that were established under the scheme, including sending out staff to local schools. Staff posts were not backfilled by locums, however their travel costs and expenses were reimbursed. Since Aimhigher was closed down the volunteering programme is now maintained on a zero to minimal budget through the Trust's own regeneration budget.

NHS Careers provides booklets and [downloadable resources](#) that can be used at various events to offer young people careers advice on specific roles.

KEY CHALLENGES

- **Funding** – It is difficult to operate within a very limited budget, particularly where there was a larger pot before, but the Trust works around this by reducing activities, partnering up with fewer schools and by not running as many events as before. The best events from previous years are still organised such as interactive on-site workshops and site visits, careers advice and work placements with refreshment costs covered out of CMFT's own Regeneration Budget. The most important thing is to sustain activities whilst other sources of revenue/partnership are explored.
- **Activity Coordination** – coordinating activities for lots of schools at once, based on each of their timetables, as well as clinical staff rotas can be very labour intensive.
- **Recruiting volunteers** – it is difficult at present to encourage volunteers to sign up, as there is nothing tangible that the Trust can offer in return e.g. CPD points, or any way of showing recognition for their efforts, although staff are able to mention their activities at appraisal. The preparation required by volunteers for events can be quite time consuming, and this is onerous for staff who are already under pressure. However, many people are willing to volunteer just because they want to help out, and many doctors have said that they went into the profession themselves because they had a visit from a medic whilst they were at school, which motivates them to do the same.
- **Staff release** – releasing staff is difficult, as it puts greater pressure on the remaining staff within wards, and no money can be used to backfill posts by bringing in locums. This problem is addressed by working around existing rotas wherever possible, and by reiterating to staff and managers alike the benefits of the scheme to the Trust.



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- **Health & Safety Regulations** – Some health and safety regulations around staff and patient safety make it difficult to allow people of a certain age to undertake work-experience/internships. However this challenge is not insurmountable and it is often overcome by assessing the situation and putting in place controls to help reduce risks.

KEY LEARNING

- It is important to use more innovative techniques when communicating with students rather than just delivering PowerPoint presentations, as feedback shows that students prefer this.
- Students also like to be hands on. So coordinating smaller groups allows this to happen and enables activities to be more interactive.
- For this type of programme to work you need a directive from senior managers stating that this is an important piece of work, and for senior management to show commitment so that other staff understand the benefits to the Trust. Fortunately CMFT does have board level commitment to raising the level of career expectations for local young people.

SUSTAINABILITY

Going forward this project will not disappear, as it is high on the Trust's agenda, due to CMFT's existing governance structure and the commitment it has made to being a good corporate citizen. However the project needs central coordinators who can take a lead, as it is only sustainable if there are people who are responsible for the coordination of events, and who can act as a central point of contact for schools and students alike, as well as the Trust volunteers. At CMFT there is an on-going commitment and objective which will ensure this role continues.

NEXT STEPS

- Develop the Trust's Young Person Recruitment strategy and establish a stronger route for young people into the Trust via the Apprenticeship Scheme, not just the traditional Higher Education routes. A Pre-Apprenticeship Scheme is currently in operation that will offer another formal way into NHS positions.
- Re-establish an official internship scheme once more. When funding was lost following the closure of the Manchester Internship Scheme, the Trust was no longer able to run this scheme. Plans to increase staff on this agenda will allow this to happen.
- Formally recognise staff contribution to engaging with local young people. For example the amount of volunteering that staff do could be measured and recognised in the form of CPD credits or at staff awards.
- Although there is anecdotal evidence regarding the benefits of this scheme there is a need to measure staff engagement to formally gauge outcomes for staff. It would also be useful to track young people going forward to determine whether the scheme has any impact upon their future career choices.

- As the database of staff volunteers is ever increasing plans are underway to develop a Trust Mentoring Scheme that will contribute to inspire young people to achieve their career goals.
- To increase the offer to local young people, in terms of employment opportunities (post age sixteen), by developing interventions and support to both applicants and recruiting managers at the Trust.

SUPPORTING MATERIAL

1. **Staff article on how to run a workshop**
2. **Student Article on An Aspiring Dr to be**
3. **'Taste of Medicine' Work Experience Programme**

FURTHER LINKS

SDU (2010)

[http://www.sdu.nhs.uk/documents/publications/1273845137_wqMR_healthy_futures_-_issue_9.pdf#search="corporate citizenship"](http://www.sdu.nhs.uk/documents/publications/1273845137_wqMR_healthy_futures_-_issue_9.pdf#search=)

Corporate Citizen

<http://www.corporatecitizen.nhs.uk/pages/what-does-good-corporate-citizenship-mean.html>



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