

COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

WEDNESDAY, 14TH FEBRUARY 2018
AT 1.30 PM – 3.00 PM
GROUND FLOOR MEETING ROOM,
NOWGEN CENTRE, MRI

NOTES OF MEETING

PRESENT:	
Kathy Cowell	Presiding Chair – Group Chairman
Governors – Public Constituency: -	
Ivy Ashworth-Crees	Rest of Greater Manchester
Jayne Bessant	Manchester
Stephen Caddick	Rest of Greater Manchester
John Churchill	Manchester
Clifford Clinkard	Rest of Greater Manchester
Dave Edwards	Lead & Public Governor (Rest of Greater Manchester)
Janet Heron	Manchester
Dr Michael Kelly	Manchester
Karen Morris	Rest of Greater Manchester
Dr Anthony Nixon	Rest of England & Wales
Jane Reader	Trafford
Sue Rowlands	Manchester
Christine Turner	Trafford
Andrew Whyte	Rest of England & Wales
Governors – Staff Constituency: -	
Jacky Edwards	Nursing & Midwifery
Rachel Koutsavakis	Non-Clinical & Support
Colin Owen	Non-Clinical & Support
Matthias Schmitt	Medical & Dental
Geraldine Thompson	Other Clinical

Governors – Nominated Partner Organisations: -	
Cllr Chris Boyes	Trafford Borough Council
Cllr Tracey Rawlins	Manchester City Council
Circle Steele	Manchester BME Network
Graham Watkins	Volunteer Services
IN ATTENDANCE:	
Professor Dame Susan Bailey	Group Non-Executive Director
Darren Banks	Group Executive Director of Strategy
Peter Blythin	Programme Director – Single Hospital Service
Julia Bridgewater	Group Chief Operating Officer
David Cain	Deputy Chairman of MFT Charitable Fundraising Board
Professor Bernard Clarke	Associate Medical Director (Professional Matters)
Sarah Corcoran	Director of Clinical Governance
Sir Michael Deegan	Group Chief Executive
Gill Heaton	Group Deputy Chief Executive
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary
Margot Johnson	Group Executive Director of Workforce & Organisational Development (OD)
Professor Cheryl Lenney	Group Chief Nurse
Michael McCourt	Chief Executive Officer – Local Care Organisation
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director
Adrian Roberts	Group Chief Finance Officer
Ian Trodden	Chief Nurse – Local Care Organisation
Public/Members:	
Paul Bennett	Member of the public
Daryl Ashley	Member of the public
NOTES PREPARED BY:	
Donna Beddows	Foundation Trust Membership Manager
Apologies	
Governors:	
Dr Faizan Ahmed	Nominated – Manchester Health & Care Commissioning
Dr Syed Ali	Public - Manchester
John Cooper	Staff - Nursing & Midwifery
Alix Joddrell-Banks	Staff - Other Clinical
Dr Jenny Myers	Nominated – Manchester University
Suzanne Russell	Public - Manchester
Brooke Taylor	Nominated – Youth Forum
Chris Templar	Public - Eastern Cheshire
Directors:	
John Amaechi	Group Non-Executive Director
Dr Ivan Benett	Group Non-Executive Director
Barry Clare	Group Deputy Chairman/Non-Executive Director
Nic Gower	Group Non-Executive Director
Silas Nicholls	Group Deputy Chief Executive
Miss Toli Onon	Group Joint Medical Director
Professor Robert Pearson	Group Joint Medical Director
Trevor Rees	Group Non-Executive Director

Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors		
--	--	--

The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending and welcomed Governors to MFT's Council of Governors' Meeting.		
---	--	--

Decision: N/A	Action by: N/A	Date: N/A
----------------------	-----------------------	------------------

Agenda Item 2: Declarations of Interest		
--	--	--

The Group Chairman (Kathy Cowell) invited Governors to forward any declarations of interest. In response, no declarations of interest were received.		
--	--	--

Decision: Noted	Action by: N/A	Date: N/A
------------------------	-----------------------	------------------

Agenda Item 3: To receive apologies for absence		
--	--	--

Alwyn Hughes , Director of Corporate Services/Trust Board Secretary informed attendees of the following apologies received:		
---	--	--

Governors		
------------------	--	--

Dr Faizan Ahmed - Nominated (Manchester Health & Care Commissioning)		
--	--	--

Dr Syed Ali - Public (Manchester)		
-----------------------------------	--	--

John Cooper – Staff (Nursing & Midwifery)		
---	--	--

Alix Joddrrell-Banks - Staff (Other Clinical)		
---	--	--

Dr Jenny Myers - Nominated (Manchester University)		
--	--	--

Suzanne Russell - Public (Manchester)		
---------------------------------------	--	--

Brooke Taylor - Nominated (Youth Forum)		
---	--	--

Chris Templar - Public (Eastern Cheshire)		
---	--	--

Directors		
------------------	--	--

John Amaechi - Group Non-Executive Director		
---	--	--

Dr Ivan Benett - Group Non-Executive Director		
---	--	--

Barry Clare - Group Deputy Chairman/Non-Executive Director		
--	--	--

Nic Gower - Group Non-Executive Director		
--	--	--

Silas Nicholls - Group Deputy Chief Executive		
---	--	--

Miss Toli Onon - Group Joint Medical Director		
---	--	--

Professor Robert Pearson - Group Joint Medical Director		
---	--	--

Trevor Rees - Group Non-Executive Director		
--	--	--

Decision: Noted	Action by: N/A	Date: N/A
------------------------	-----------------------	------------------

Agenda Item 4.1: To Approve the Minutes of the Council of Governors' Meeting held in public on 20th December 2017

The minutes of the Council of Governors' Meeting held in public on 20th December 2017 were approved as being an accurate record.

Decision: Noted

Action by: N/A

Date: N/A

Agenda Item 4.2: Matters Arising from Previous Minutes (20th December 2017)

The Group Chairman (Kathy Cowell) informed Governors that all matters arising from the previous minutes had been progressed/completed.

Decision: Noted

Action by: N/A

Date: N/A

Agenda Item 5: Group Chairman's Report

The Group Chairman (Kathy Cowell) provided a verbal report with the following points being highlighted:

- Work is progressing to establish the new Governor Meeting Framework and associated arrangements following feedback from Governors as part of the recent Governors' Questionnaire (January 2018) and views received as part of the Governors' Forward Planning Workshop (held on 24th January 2018). Further refinements including an opportunity to forward additional ideas and suggestions will be sought from Governors during the Governor/Group Non-Executive Directors Networking Session (included as part of this meeting).
- Regular briefing notes will be provided to the Council of Governors in relation to the progress made around the Single Hospital Service Post-Transaction Integration Plan.
- The Care Quality Commission (CQC) is expected to visit the Trust later this year with Governors being involved in this assessment process (further information to be provided when received). As part of this programme of work, the Trust is developing its 'SHINE' programme under the banner of 'Continuing to Shine' and this will incorporate all MFT Sites. Further updates will be provided to Governors at the next Council of Governors' Meeting (16th May 2018).
- The new MRI (Manchester Royal Infirmary) Endoscopy Unit has recently been opened which provides 'state of the art' facilities and which will bring much improved benefits and experience for patients and staff.
- The Trust alongside the Group Chairman (Kathy Cowell) has signed up to be part of the Great Manchester 10K Run on Sunday, 20th May 2018 with encouragement being given to Governors to also consider taking part.

<p>Decision: Briefing notes to be provided to Council of Governors in relation to the progress made around the Single Hospital Service Post-Transaction Integration Plan.</p> <p>Update on the 'Continuing to Shine' programme to be provide to Governors at the next Council of Governors' Meeting</p>	<p>Action by: Peter Blythin & Alwyn Hughes</p> <p>Professor Cheryl Lenney</p>	<p>Date: Ongoing</p> <p>16th May 2018</p>
---	---	---

Agenda Item 6: Lead Governor's Report

The Lead Governor (Dave Edwards) provided a verbal report with the following points being highlighted:

- Ideas and suggestions raised by Governors over recent meetings/e-mails have been, and will continue to be considered by the Group Chairman, with many of the suggestions made being taken forward (where appropriate). This includes providing further opportunities to engage with Group Non-Executive Directors which has led to the establishment of a new 'Governor/Group Non-Executive Director Networking Session' as part of the Council of Governors' Meeting.
- The Trust's Diabetes Centre capital scheme is progressing and work is ongoing to identify a short fall in funding in order to complete the project.
- In response to the recent Governor Questionnaire (January 2018), a further review of Governor meeting arrangements (including meeting times) was underway. It was noted that 'late mornings' (between 11.00 am and 1.00 pm) and 'afternoons' (between 1.00 pm – 5.00 pm) were regarded as being the most popular meeting times for the majority of Governors.
- Further consideration is to be given on how Governors are identified to be involved in future panels/groups.
- Governor/Group Chairman Surgery Sessions have been successfully established on a monthly basis with dates being issued to Governors at the forthcoming Governor/Group Non-Executive Director Networking Session' (part of this Council of Governors' Meeting). The aim of these sessions is to provide additional opportunities for Governors to discuss directly with the Group Chairman (and attending Group Non-Executive Director) any ideas, suggestions and issues.
- Thanks and appreciation were forwarded to Governors for sharing their views over recent weeks with emphasis being made that the Trust is committed to develop and evolve Governor arrangements in order to establish best practices going forward which will ultimately achieve the Trust's core aim of providing the best services and experience for patients and staff.

David Cain (Deputy Chairman of MFT Charitable Fundraising Board) informed Governors that the aforementioned short fall in funding in relation to the relocation of the Diabetes Centre had now been secured with approval for this relocation/refurbishment project being presented to the next Charities Committee.

In addition, an update on the next steps in relation to this refurbishment/relocation project will be provided to Governors at a future Governors' Meeting by David Furnival (Group Director of Estates & Facilities).

Decision:
Update to be provided to Governors at a future Governors' Performance Assurance Meeting in relation to the relocation/refurbishment project of the Diabetes Centre

Action by:
David Furnival & Alwyn Hughes

Date:
May 2018

Agenda Item 7: Group Chief Executive Officer's Report - Introduction

The Group Chief Executive Officer (Sir Michael Deegan), provided a verbal report with the following points being highlighted:

- Historically, Chief Executive Officer's Reports have included an overview of the Trust's Risk Register which has provided an opportunity to highlight and discuss with Governors directly the Trust's key risks and the corresponding plans put in place to mitigate these risks. However, in light of the infancy of MFT's new Council of Governors, it is felt beneficial to first provide Governors with an initial/bespoke overview of the Trust's Risk and Assurance process in order to develop understanding. It was noted that future Council of Governors' Meetings will include the aforementioned overview of the Trust's Risk Register as part of the Chief Executive Officer's Reports with arrangements being confirmed shortly regarding the details of the Governor Session (Performance Assurance Meeting) at which Governors will be provided with more detailed information in relation to the Trust's Performance, Risks and Assurance process.
- In the interim, and in response to feedback from Governors and the Lead Governor over recent weeks, the following information in relation to four current key areas will be presented to Governors.
 1. Julia Bridgewater (Group Chief Operating), to provide an overview of the Trust's response to the significant pressures experienced by the Trust's Urgent Care and Emergency Services, and elsewhere across the Trust's Group of Hospitals.
 2. Adrian Roberts (Chief Finance Officer) to provide an overview of the Trust's current financial position and approach to the continued challenges over the next few years.
 3. Margot Johnson (Group Executive Director of Workforce & Organisational Development), to provide an update on the Trust's work in introducing the new Group and Hospital Leadership arrangements.

4. Michael McCourt (Chief Executive Officer – Local Care Organisation) will share with Governors the work which is taking place to establish the new Local Care Organisation and what this will mean for the citizens of Manchester.

7.1) Update on the heightened demand on Emergency & Urgent Care Services – followed by Q&As

Julia Bridgewater (Group Chief Operating Officer) presented the update on the heightened demand on Emergency & Urgent Care Services with key information being highlighted in relation to 'Performance', 'Critical Actions', 'Patient Safety', 'Patient Experience' and 'Staff Wellbeing'.

Clarification was sought regarding the Friends and Family Test (FFT) information presented and specifically how this related to Accident & Emergency (A&E). In response, the FFT scores presented i.e. inpatient score maintained at 96-97% and Emergency Department score maintained at 85-91% during Quarter 3, with this latter score being in relation to the Emergency Department's front-line A&E staff.

Clarification was sought in relation to how the FFT information is collected from patients. In response, the FFT information is currently collected via cards and an electronic system. Of note, a procurement exercise has recently been completed which will enable more electronic ways to capture data going forward with this new system going live from April 2018. It is anticipated that as a result of this new improved system, more patients will be encouraged to participate in this valuable survey process.

Attention was drawn to the professionalism of A&E staff with clarification being sought that as part of the Trust's Staff Welfare initiatives, whether the 'Take a Break' campaign had commenced? In response, the Trust's 'Brilliant Basics' programme of work is being used as the forum to progress this campaign (which commenced around 4 weeks earlier) with some areas initiating new initiatives to raise awareness of this campaign with the key focus being to improve staff morale and ultimately reduce staff sickness by staying hydrated and staying well.

Clarification was sought as to the percentage of patients attending the Trust's emergency services due to illness, or, lifestyle choices and specifically 'over indulgence' factors. It was noted that historically, between 4-5% of A&E attenders presented due to lifestyle choices, however, in more recent times, the acuity of patients attending A&E has increased which was cited as being more of an issue than inappropriate service use.

In response to further questions regarding the delay in completing the Diabetes Centre relocation/refurbishment project, it was noted that such estates projects which require securing significant levels of funding in order to progress, can typically encounter financial challenges which can impact upon anticipated start dates. However, as previously highlighted, the remaining funding has now been secured with the project anticipated to commence on 1st April 2018 with the invitation being given to Governors to view the progress of the project at a later date with an update being provided to Governors a Performance Assurance meeting (as previously referenced).

7.2) Update on the overall Financial Position – followed by Q&As

Adrian Roberts, Group Chief Finance Officer presented the update on the overall financial position with key information being highlighted in relation to 'Financial stability in 2017/18', 'Results of first 9 months: April-December', 'Month 9 – Delivery Progress', '2018/19 – the Challenge', '2018/19' and 'Responding to this challenge'.

Clarification was sought as to whether the required £65M delivery challenge is anticipated to have an impact on patient care or whether this challenge will be achievable via efficiency savings alone. In response, the required savings are to be achieved by improving efficiencies of the Trust e.g. getting the best deals through procurement and reducing agency costs etc., with the ultimate aim being to get services working as well as possible for patients which will ultimately improve the patient experience and improve the quality of care.

A suggestion was made for the Trust to withdraw food and refreshments from future corporate functions. In response, it was noted that the Trust has previously restricted food and refreshments for corporate functions with the exception of special events held to boost staff morale. This was in addition to providing limited catering for Governors at their meetings/events which demonstrated the Trust's appreciation and thanks for the time and commitment that is provided by Governors to the Trust on a voluntary basis. Assurance was provided that the Trust has implemented a robust catering approval process and as a result, of the small number of events that still continue to provide catering for corporate functions, the vast majority of food and refreshments provided is done so by the individual(s) hosting the event through external sponsorship or via their own personal funds/resources.

Clarification was sought in relation to the progress made to develop an 'electronic patient record'. In response, a procurement exercise has recently been undertaken with a 2 year programme of work being progressed to develop an electronic patient record system (anticipated to be available by late summer/autumn 2019) which is felt will further assist the Trust in making patient care more efficient.

7.3) Progress with the Group & Hospital Leadership Arrangements – followed by Q&As

Margot Johnson (Group Executive Director of Workforce & Organisational Development), presented the progress with the Group & Hospital Leadership arrangements with key information being highlighted in relation to 'Organisational Structure', 'Group and Hospital Structure', 'Hospital Executives', 'Hospital Site Leadership Team (illustrative)', 'Corporate Leadership Team', and 'Corporate Leadership Team'.

Regular updates in relation to the group and hospital leadership arrangements will be provided to Governors as further substantive appointments are made and will include pictures of associated corporate leadership team members.

7.4) Update on the Local Care Organisation (LCO) – followed by Q&As

Michael McCourt (Chief Executive Officer – Local Care Organisation) presented the update on the Local Care Organisation (LCO) with key information being highlighted in relation to Manchester's health demographics including what is needed to be done, working together to create a new public sector organisation, the Manchester Local Care Organisation, the interim Executive Team, Year 1 Operating Model with the emerging Target Operating Model to illustrate how LCO will deliver services, Investing in the Future, what's happening next and what LCO wants the people of Manchester to have.

Going forward, in order to further aid understanding of the LCO arrangements, a bespoke Governor Session will be arranged and which will include an overview of the arrangements being developed in relation to the Trafford Locality Plan (when model details are finalised).

Clarification was sought in relation to the LCO arrangements being made for neighbouring non-Manchester residents e.g. patients living in Stockport. In response, discussions with Commissioners are ongoing in order to progress this programme of work/service provision.

Clarification was sought as to whether there were any conflicts of interest in relation to the LCO undertaking both a provider and commissioning role. In response, the Manchester Health & Care Commissioners have outlined their expectations going forward with the LCO being responsible for commissioning bespoke packages of care rather than large-scale commissioning of services.

Clarification was sought as to the statutory / legal status of the LCO and what the anticipated governance arrangements will be going forward. In response, during 2018/19, staff contracts will remain the same i.e. an MFT staff member will remain an MFT staff member with future contract arrangements being determined over time.

Issues were cited in relation to groups of patients that are “house/bed bound” with clarification being sought in relation to who the LCO is accountable to and the anticipated support arrangements being put in place, by the LCO, to prevent patients from being labelled by one person "as not needing help" from multiple services because they are combined. In response, the LCO is accountable to the people of Manchester with a commitment being made to make every effort to understand people’s needs and to determine if services are not working for them, with the offer being made to contact individuals directly in order to engage with them so to determine and understand the issues that they are experiencing.

Decision:	Action by:	Date:
Governors to be provided with more detailed information in relation to the Trust’s Risk and Assurance process at a bespoke Governor Session (Performance Assurance Meeting).	Sarah Corcoran & Alwyn Hughes	March 2018
Future Council of Governors’ Meetings to include an overview of the Trust’s Risk Register as part of the Chief Executive Officer’s Report.	CEO & Alwyn Hughes	16th May 2018
Regular updates in relation to the group and hospital leadership arrangements to be provided to Governors (to include pictures of associated corporate leadership team members).	Margot Johnson & Alwyn Hughes	Ongoing

<p>Bespoke LCO Governor Session to be arranged including an overview of the arrangements being developed in relation to the Trafford Locality Plan.</p>	<p>Representatives from the Trust's Strategy Department, LCO and Alwyn Hughes</p>	<p>Future Governors' Performance Assurance Meeting (July 2018)</p>
--	--	---

Agenda Item 8: Date and Time of Next Meeting

**Wednesday, 16th May 2018 at 1.30pm – 4.00pm
in the Nowgen Centre, Manchester Royal Infirmary**

Remaining 2018 Meeting Dates:

**Tuesday, 17th July 2018 1.30pm – 4.00pm
in the Lecture Theatre Two (2), Education and Research Centre, Wythenshawe Hospital**

**Tuesday, 13th November 2018 at 1.30pm – 4.00pm
in the Nowgen Centre, Manchester Royal Infirmary**

In keeping with the Trust's Constitution:

Meetings of the Council of Governors shall be open to members of the public unless the presiding Chair decides otherwise in relation to all or part of the meeting for reasons of commercial confidentiality or on other proper grounds.

Having regard to the confidential nature of business to be transacted as part of the Private Meeting of the Council of Governors, Directors of the Board and Trust Officers/Members of the Public at this point retired from the meeting.

The Group Executive Director of Workforce & OD, the Director of Corporate Services/Trust Board Secretary and Foundation Trust Membership Manager remained for the entirety of the Private Meeting of the Council of Governors.