

COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

WEDNESDAY, 16TH MAY 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
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
Suzanne Russell	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Trafford
Andrew Whyte	Rest of England & Wales
Governors – Staff Constituency: -	
Jacky Edwards	Nursing & Midwifery
Colin Owen	Non-Clinical & Support
Dr Matthias Schmitt	Medical & Dental
Geraldine Thompson	Other Clinical

Governors – Nominated Partner Organisations: -	
Cllr Chris Boyes	Trafford Borough Council
Dr Jenny Myers	Manchester University
Circle Steele	Manchester BME Network
IN ATTENDANCE:	
Professor Dame Susan Bailey	Group Non-Executive Director
Rachel Bayley	Director of Performance and Resilience
Darren Banks	Group Executive Director of Strategy
Dr Ivan Benett	Group Non-Executive Director
Peter Blythin	Programme Director – Single Hospital Service
David Cain	Deputy Chairman of MFT Charitable Fundraising Board
Barry Clare	Group Deputy Chairman/Non-Executive Director
Sarah Corcoran	Director of Clinical Governance
Alison Dailly	Group Chief Informatics Officer
Sir Michael Deegan	Group Chief Executive
David Furnival	Group Director of Estates and Facilities
Nic Gower	Group Non-Executive Director
Nicola Greenfield	Director of Operational Finance
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
Miss Toli Onon	Group Joint Medical Director
Adrian Roberts	Group Chief Finance Officer
NOTES PREPARED BY:	
Donna Beddows	Foundation Trust Membership Manager
APOLOGIES:	
Governors:	
Dr Syed Ali	Public - Manchester
Stephen Caddick	Public - Rest of Greater Manchester
John Cooper	Staff - Nursing & Midwifery
Alix Jodrell-Banks	Staff - Other Clinical
Rachel Koutsavakis	Staff - Non-Clinical & Support
Cllr Tracey Rawlins	Nominated - Manchester City Council
Brooke Taylor	Nominated – Youth Forum
Graham Watkins	Nominated - Volunteer Services
Directors:	
John Amaechi	Group Non-Executive Director
Julia Bridgewater	Group Chief Operating Officer
Chris McLoughlin	Group Senior Independent Director/Non-Executive 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
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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
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Agenda Item 2: Declarations of Interest
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The Group Chairman (Kathy Cowell) invited Governors to forward any declarations of interest. In response, no declarations of interest were received.
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Decision: Noted	Action by: N/A	Date: N/A
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Agenda Item 3: To receive apologies for absence
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Alwyn Hughes , Director of Corporate Services/Trust Board Secretary informed attendees of the following apologies received:

Governors

Dr Syed Ali - Public (Manchester) Stephen Caddick - Public (Rest of Greater Manchester) John Cooper - Staff (Nursing & Midwifery) Alix Jodrell-Banks – Staff (Other Clinical) Rachel Koutsavakis - Staff (Non-Clinical & Support) Cllr Tracey Rawlins - Nominated (Manchester City Council) Brooke Taylor - Nominated (Youth Forum) Graham Watkins - Nominated (Volunteer Services)
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Directors

John Amaechi - Group Non-Executive Director Julia Bridgewater - Group Chief Operating Officer Chris McLoughlin - Group Senior Independent Director/Non-Executive Director Professor Robert Pearson - Group Joint Medical Director Trevor Rees - Group Non-Executive Director
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Decision: Noted	Action by: N/A	Date: N/A
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Agenda Item 4.1: To Approve the Minutes of the Council of Governors' Meeting held in public on 14th February 2018

The Council of Governors were asked to approve the minutes of the Council of Governors' Meeting held in public on 14th February 2018.

In response, Karen Morris (Public Governor – Rest of Greater Manchester) requested that the following amendment be included in the minute on the Local Care Organisation (LCO) presentation (presented by Michael McCourt - Chief Executive Officer, Local Care Organisation):

*"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."*

Agenda Item 4.2: Matters Arising from Previous Minutes (14th February 2018)

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:

- To pay tribute and mark the one year anniversary of the MEN Manchester Arena attack (22nd May 2018), a minute's silence will be held at 2.30pm with the Multi-Faith Centre (Manchester Royal Infirmary) and Hospital Chapel (Wythenshawe Hospital) both holding a 'Day of Reflection'. There will also be a Cathedral Service held at the Manchester Cathedral with a number of Manchester University NHS Foundation Trust's (MFT) representatives attending and which will include a poem being read by Michelle Milner (Deputy Director of Nursing – Royal Manchester Children's Hospital).
- Preparations are underway to celebrate the 70th anniversary of the NHS which will include both local and national celebratory events including Andy Burnham, the Mayor of Greater Manchester being invited to an event at Trafford General Hospital (birthplace of the NHS).
- A Nursing, Midwifery and Allied Health Professional Research Conference was held on 11th May 2018 which was an inspiring event and was well received by attendees.
- Congratulations were forwarded to the Emergency Department (Manchester Royal Infirmary) for winning the national student placement of the year at the Student Nursing Times awards, with attention being drawn to Phase 1 of the new Emergency Department major development (expansion) at Wythenshawe Hospital which is due to 'go live' today (16th May 2018) and which will help to enhance both patient experience and care. Improvements in this first phase of the development includes new majors cubicles, a new reception and waiting area with improved triage and ambulance bays with a visit for Governors to view this new Emergency Department development being arranged going forward.

- The Taylor Unit (Trafford Hospital) was formally opened on 18th April 2018. The event marked the successful transfer of the Neuro-Rehabilitation Taylor Unit from Leigh Infirmary to Trafford Hospital, to now become one of the largest neuro-rehabilitation units in the country.
- The Great Manchester Run is due to take place on 20th May 2018 (to be broadcast on TV), with a team of over 350 MFT staff taking part, including many members of the Board.
- Attention was drawn that Dave Edwards was standing down from his Governor role (including Lead Governor) at the end of May 2018 with thanks and appreciation being forwarded to Dave for his support, leadership and energy over the last few years. Governor colleagues would be invited to discuss the next steps in securing a new Lead Governor during the Private Meeting of the Council of Governors' Meeting on 16th May 2018.
- Following recent Governor feedback regarding car parking issues at the Grafton Street Multi-storey Car Park, it was reported that special arrangements had been agreed with the Trust's Estates Team to issue Governors (all Public and Nominated in addition to Staff based at Wythenshawe Hospital) with free car parking permits when attending the Oxford Road Campus on Governor business.
- Encouragement was given to Governors to attend the forthcoming Group Chairman/Governor Surgery Session scheduled for 23rd May 2018.

Decision:
A visit for Governors to view the new Emergency Department development at Wythenshawe Hospital to be arranged

Action by:
Mrs Mandy Bailey

Date:
24th July 2018

Agenda Item 6: Lead Governor's Report

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

- A great deal of activity had been undertaken since the last Council of Governors' Meeting (14th February 2018), with thanks and appreciation being forwarded to the Governors' Information Task & Finish Group for their energy and efforts in pulling together a way forward in establishing new Governor Groups and Sub-Groups to support both the Council of Governors and the Trust. Recommendations from the Governors' Information Task & Finish Group will be discussed with Governor colleagues during the Private Meeting of the Council of Governors' Meeting (16th May 2018).
- Thanks and appreciation was forwarded to the Council of Governors for forwarding their views as part of the recent Governor Questionnaire with the feedback received being utilised to inform the ongoing Group Chairman & Group Non-Executive Director appraisal process.
- Attention was drawn that despite its 'infancy', the new Manchester University NHS Foundation Trust has made remarkable progress since its establishment on 1st October 2017 with fellow Governors also recently echoing this sentiment at a recent Board of Directors' Meeting (14th May 2018). The progress and achievements made over this short period of time (8 months) was cited as being inspirational with thanks and appreciation being forwarded to the Group Chairman, Group Chief Executive and the wider Board of Directors.

- Thanks and appreciation were forwarded to the Council of Governors for their support over the years during Dave's time in office as a Governor and Lead Governor with attention being drawn to the passion that Governors exhibit when seeking assurances on behalf of members and the wider public. Special thanks were forwarded to the Group Chairman, Group Chief Executive, Directors and hospital staff in striving to continually deliver the best hospital care, treatments and experience to MFT's patients. The Group Chairman invited Governor colleagues to forward their thanks to Dave and presented him with a gift of appreciation.

Decision:
Verbal Report Noted

Action by:
N/A

Date:
N/A

Agenda Item 7: Chief Executive Officer's (CEO) Report

7.1) Assurance and Risk Report

The Group Chief Executive (Sir Michael Deegan), highlighted that as outlined at the previous Council of Governors' Meeting (14th February 2018), an Assurance and Risk Report (presentation) has been produced for Governors, with attention being drawn that this key information had been developed in order to support Governors to effectively fulfil one of their key roles of 'holding to account' with the aforementioned report being focused upon MFT's Assurance and Risk process.

Of note, it was reported that the Trust has a well-established risk management process, which involves scoring risks against a risk scoring matrix (5x5 scoring system) with each Hospital/Managed Clinical Service (MCS) and Department having their own Risk Register. High level risks, which score 15 or above, are taken directly from each Hospital/MCS Risk Register and reviewed by the Group (Trust) Risk Management Committee which is chaired by Sir Michael Deegan; with mitigating actions being agreed and regularly reported to the Board of Directors (and associated Sub-Committees) and the Trust Audit Committee.

Attention was drawn that all high level risks are linked to the Board Assurance Framework (BAF) which is reviewed by the Trust Audit Committee, Board of Directors and Board Scrutiny Committees with an assessment of the anticipated length of time that the risk will remain on the risk register (at a high level) being undertaken, in keeping with the following timescales:

- S: Short term: 0-6 months
- M: Medium term: 7-18months
- L: Long term: 19 months +

In relation to the identification and mitigation of risks, a traffic light system (RAG rating - Red, Amber and Green) is utilised to highlight the progress made to mitigate each risk within the following scoring framework:

- Green: Good progress being made on mitigating actions – anticipated that high level risk will be reduced in the planned timescale.
- Amber: Progress being made on mitigating action – anticipated that risk will be mitigated in the projected timescale but more assurance required
- Red: Delay in implementation of action plan or unknown timescale - more assurance required that planned action will fully mitigate the risk in an acceptable timescale.

The Chief Executive sought assurance from Governors that the aforementioned MFT's Assurance and Risk process provided Governors with a consistent approach which enabled the appropriate calibration of risks to be understood. In response, Governors affirmed MFT's Assurance and Risk process.

Attention was drawn that as part of the newly established Governors' Performance Assurance Meetings (inaugural meeting held on 20th March 2018), Board Assurance Reports are presented to Governors at which a detailed review of operational performance is provided (by Julia Bridgewater, Chief Operating Officer). It was noted that other Senior Trust Officers were also present at these meetings to provide an overview of the relevant key information against each Board Assurance Report Core Priority and field any associated questions that may be raised by Governors. The key purpose of the aforementioned Governors' Performance Assurance Meetings being to provide assurance and detailed information to the Council of Governors in relation to the actions/programmes of work being progressed in relation to the Trust's Risk and Assurance Report (as presented by the Chief Executive at each Council of Governors' Meeting).

In keeping with this approach, an overview of the updated position, in relation to the Trust's current high level risks, was outlined to Governors with the invitation being given to Governors to request any associated specific detail at the Governors' Performance Assurance Meetings going forward:

- Timely Access to Emergency Services – Failure to deliver the 4 hour wait standard
- Royal Manchester Children's Hospital Urgent Care & Emergency Care Capacity
- St Mary's Hospital Obstetric Capacity
- Delivery of the 6 weeks wait diagnostics target
- Group delivery of the Referral Time to Treat 18 weeks standard
- Timely access to Cancer Services (Delivery of the 62 day standard)
- Compliance with Regulations – Electrical
- Compliance with Regulations – Fire Stopping
- Central Site Management of Patient Records
- Clinical Quality of Health Records
- Cyber Security
- Compound risk relating to the proposed acquisition of North Manchester General Hospital
- Communications of diagnostic test & screening results
- Adult Congenital Heart Services
- Financial Sustainability
- Regulatory (CQC) Compliance Evidence
- Appraisal Compliance
- Critical Care Monitoring Station (Royal Manchester Children's Hospital)

Clarification was sought in relation to the risk associated with 'Compliance with Regulations – Electrical' and specifically if the Trust has its own in-house electricians or whether these are outside contractors and, if latter, how the Trust holds outside contractors to account. In response, outside contractors i.e. Sodexo provide the electrical services for the Trust (contract held) with assurance being provided that the Trust commissions independent technical/electrical experts to assess whether the actions undertaken by Sodexo are correct and undertaken in a timely manner.

Clarification was sought in relation to information sharing practices associated with patient records, with specific detail being requested in relation to the procedures in place if patients are wrongly labelled/inaccurate information recorded in their patient notes which was felt to be a risk factor for patients. In response, assurance was provided that information contained in individual patient records can be updated and/or amended e.g. diagnosis etc. This would occur in keeping with the Trust's Health Records Management policies.

Clarification was sought on when it was anticipated that the fully Electronic Patient Record (EPR) system would be available in the Trust. In response, it was reported that in order to establish a robust Electronic Patient Record system, it would take up to 3 years to fully deliver with attention being drawn that notice had been issued to suppliers that the procurement process was to commence (anticipated to take around 12 months to complete) with a further 12-18 months being required to configure the new system (once procured) with the first phase being to establish core functionality and the second phase being to develop more specialist functionality. The importance of due process was emphasised in order to secure a robust system that meets the needs of the full range of specialist services provided by MFT.

Clarification was sought as to whether the development of the new EPR would include GP access. In response, the GP patient record system will be separate from MFT's EPR (when developed) with attention being drawn that a project across Greater Manchester is currently being progressed in relation to GP patient records.

Attention was drawn that the former University Hospital of South Manchester NHS Foundation Trust (UHSM), already has an established Electronic Patient Record system in place with clarification being sought as to what will happen to this system/patient records going forward. In response, this system would be considered as part of the ongoing MFT Electronic Patient Record supplier procurement process and in the event that an alternative supplier/system was approved, plans would be developed to transfer all existing patient records to the new system. The suggestion was made that a bespoke IT/Electronic Patient Record session would be arranged for Governors to provide more detailed information on future plans.

Clarification was sought regarding the timeframe for the proposed acquisition of North Manchester General Hospital and specifically the detail of which services will be transferred to MFT or Salford Royal NHS Foundation Trust. In response, the complexities of drawing out/agreeing service re-allocation in relation to Pennine Acute NHS Hospital Trust, which has sites across 4 locations, was highlighted with attention being drawn to the need to effectively consult, communicate and work with associated staff being a key priority for the Trust going forward.

The request was made for future CEO Assurance and Risk Reports (presentation), to include the actual score assigned to each risk in addition to the direction of travel over time. In response, it was agreed that this would be included in future reports.

Clarification was sought in relation to the risk associated with 'Timely access to Cancer Services (Delivery of the 62 day standard)' and specifically whether the issues were a major concern. In response, the issues associated with this risk are not in relation to Wythenshawe Hospital which was cited as being a strong performer, but in relation to the Oxford Road Campus i.e. Manchester Royal Infirmary and specifically in relation to surgical capacity and diagnostic capacity as a result of increases in patient demand. In order to address these issues, a Cancer Plan has been put in place with Commissioners and Greater Manchester Cancer organisation assuring this plan, with improvements being found during Q4 (2017/18) and is anticipated that standard compliance being achieved by Q3 (2018/19).

Clarification was sought as whether the Trust's Risk Management Team adopted an approach to proactively learn from past risk events. In response, the approach adopted by the Risk Management Team is to ensure that risks are identified/recorded (via electronic risk management system) with corresponding mitigating plans and timeframe being put in place/monitored and where appropriate, take forward lessons learnt. Attention was drawn that if difficulties are encountered, these should be escalated appropriately with the offer being made to contact individuals directly in order to determine and understand the issues that they are experiencing.

7.2) 'Continuing to Shine' – Care Quality Commission (CQC) Inspection & Well Led

Professor Cheryl Lenney, Chief Nurse presented an overview of the 'Continuing to Shine' – Care Quality Commission (CQC) Inspection & Well Led programme of work.

Of note, it was anticipated that MFT will be assessed by the CQC within 1 year of formation with attention being drawn that the CQC Inspection process is a positive exercise which aims to provide assurance that the services delivered by the Trust is of the required high standards and where issues are identified, plans are put in place to make improvements going forward within an agreed timeframe.

Further updates in relation to the 'Continuing to Shine' – Care Quality Commission (CQC) Inspection & Well Led programme of work will be provided to Governors at the next Council of Governors' Meeting (17th July 2018).

Decision: IT/Electronic Patient Record session to be provided to Governors	Action by: Mrs Alison Dailly	Date: 20 th November 2018
Future CEO Assurance and Risk Reports (presentation), to include the actual score assigned to each risk in addition to the direction of travel over time	Mr Alwyn Hughes	17 th July 2018
Further updates in relation to the 'Continuing to Shine' – Care Quality Commission (CQC) Inspection & Well Led programme of work to be provided to Governors at the next Council of Governors' Meeting (17th July 2018)	Mrs Sarah Corcoran (on behalf of Professor Cheryl Lenney) & Mrs Margot Johnson	17th July 2018

Agenda Item 8: Governors

8.1) Governors' Declaration of Interest Register - 2018

Alwyn Hughes, Director of Corporate Services/Trust Secretary invited Governors to review the Governors' Declaration of Interest Register (2018) which captures declarations received from Governors during 2017/18. Attention was drawn that the register will be published on MFT's website with the request being made that if any changes occur, throughout the year, to forward the updated declaration information to Donna Beddows (Foundation Trust Membership Manager).

8.2) Annual Plan – Next Steps

Darren Banks (Group Executive Director of Strategy), provided a verbal update in relation to the ongoing Annual Planning process, highlighting that the planning process this year has been lighter than usual with NHSI requirements necessitating that only changes to plans are required to be submitted.

Attention was drawn that an overview of the process was presented to Governors at the Governors' Annual Planning Workshop (held on 24th January 2018) with the first draft of the Hospital/Managed Clinical Services Annual Business Plans for 2018/19 being shared with Governors in March 2018 (via e-mail) and which summarised the draft key priorities from each Hospital. Governors were invited to feedback their views in relation to these draft key priorities with responses received being considered by the relevant leadership teams.

Going forward, an over-arching MFT Operational Plan that describes the Trust's corporate priorities for 2018/19 is being developed and will again be shared with Governors for review/comment (to be circulated via e-mail over the coming weeks). From the Governor comments received, where appropriate, the plan will be re-drafted and then shared with the Executive Team and subsequently the Board of Directors for final 'sign off'.

A further update in relation to the Trust's Annual Planning process will be provided at the next Council of Governors meeting (17th July 2018) and the Council of Governors will be asked to receive the MFT 2018/19 Operational Plan.

Decision: A further update in relation to the Trust's Annual Planning process will be provided at the next Council of Governors meeting	Action by: Mr Darren Banks & Ms Caroline Davidson	Date: 17 th July 2018
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Agenda Item 8: Date and Time of Next Meeting

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

**Remaining 2018 Meeting Date:
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 Chairman, Group Executive Director of Workforce & Organisational Development (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.