

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**Tuesday, 5<sup>th</sup> November 2019 at 1.30pm – 3.30pm**  
**(refreshments available from 1.15 pm)**  
**Ground Floor Meeting Room, Nowgen Centre,**  
**Oxford Road Campus**

### NOTES OF MEETING

<b>PRESENT:</b>	
Kathy Cowell	Presiding Chair – Group Chairman
<b>Governors – Public Constituency: -</b>	
Ivy Ashworth-Creese	Rest of Greater Manchester
Jayne Bessant	Lead & Public Governor (Manchester)
Ronald Catlow	Rest of Greater Manchester
Margaret Clarke	Trafford
Clifford Clinkard	Rest of Greater Manchester
Janet Heron	Manchester
Dr Michael Kelly	Manchester
Ann Kerrigan	Manchester
Colin Potts	Rest of Greater Manchester
Jane Reader	Trafford
Sue Rowlands	Manchester
Suzanne Russell	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Rest of England & Wales
Lisa Watson	Manchester
<b>Governors – Staff Constituency: -</b>	
Esther Akinwunmi	Other Clinical
John Cooper	Nursing & Midwifery
Rachel Koutsavakis	Non-Clinical & Support
<b>Governors – Nominated Partner Organisations: -</b>	
Cllr Chris Boyes	Trafford Borough Council
Dr Shruti Garg	Manchester University
Rev Charles Kwaku-Odoi	Caribbean & African Health Network
Circle Steele	Manchester BME Network
Graham Watkins	Volunteer Services
Cllr James Wilson	Manchester City Council

<b>IN ATTENDANCE:</b>	
Professor Dame Susan Bailey	Group Non-Executive Director
Darren Banks	Group Executive Director of Strategy
Gill Bell	Director of Digital Delivery
Dr Ivan Benett	Group Non-Executive Director
Peter Blythin	Group Executive Director of Workforce and Corporate Business
Julia Bridgewater	Group Chief Operating Officer
Barry Clare	Group Deputy Chairman/Non-Executive Director
Sarah Corcoran	Director of Clinical Governance
Sir Michael Deegan	Group Chief Executive
David Furnival	Group Director of Estates and Facilities
Nic Gower	Group Non-Executive Director
Tim Griffiths	Assistant Director (Corporate Services) – Manchester Local Care Organisation
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary
Professor Cheryl Lenney	Group Chief Nurse
Michael McCourt	Chief Executive – Manchester Local Care Organisation
Miss Toli Onon	Joint Group Medical Director
Trevor Rees	Group Non-Executive Director
Adrian Roberts	Group Chief Finance Officer
<b>Public/Members: -</b>	
Helen Wilson	Public Member
<b>NOTES PREPARED BY:</b>	
Donna Beddows	Foundation Trust Membership Manager
<b>APOLOGIES:</b>	
<b>Governors:</b>	
Dr Denis Colligan	Nominated - Manchester Health & Care Commissioning
Jacky Edwards	Staff - Nursing & Midwifery
Paula King	Public - Rest of Greater Manchester
Sheila Otty	Public - Rest of England & Wales
Colin Owen	Staff - Non-Clinical & Support
Bethan Rogers	Nominated - Youth Forum
Dr Matthias Schmitt	Staff - Medical & Dental
Geraldine Thompson	Staff - Other Clinical
<b>Directors:</b>	
John Amaechi	Group Non-Executive Director
Professor Jane Eddleston	Joint Group Medical Director
Luke Georghiou	Group Non-Executive Director
Gill Heaton	Group Deputy Chief Executive
Chris McLoughlin	Group Senior Independent Director/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 new Governors to their first MFT Council of Governors' Meeting. Attending Non-Executive Directors were invited to give their introductions.

**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 Denis Colligan - Nominated (Manchester Health & Care Commissioning)  
 Jacky Edwards - Staff (Nursing & Midwifery)  
 Paula King - Public (Rest of Greater Manchester)  
 Sheila Otty - Public (Rest of England & Wales)  
 Colin Owen - Staff (Non-Clinical & Support)  
 Bethan Rogers - Nominated (Youth Forum)  
 Dr Matthias Schmitt - Staff (Medical & Dental)  
 Geraldine Thompson - Staff (Other Clinical)

**Directors**

John Amaechi - Group Non-Executive Director  
 Professor Jane Eddleston - Joint Group Medical Director  
 Luke Georghiou - Group Non-Executive Director  
 Gill Heaton - Group Deputy Chief Executive  
 Chris McLoughlin - Group Senior Independent Director/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 31<sup>st</sup> July 2019**

The minutes of the Council of Governors' Meeting held in public on 31<sup>st</sup> July 2019 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (31st July 2019)**

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:

- MFT held its Annual Members' Meeting on 24th September 2019, which was a great success with around 230 public and staff members attending. The meeting theme was 'Caring for You' with a number of information stands being available showcasing the Trust's achievements and the outstanding care provided to patients. The Annual Report and Accounts 2018/19 were also formally presented and there was an opportunity for attendees to ask questions. New Governors were formally announced at the meeting with thanks and appreciation being given to retiring Governors for their valuable contributions during their term of office.
- The Prime Minister visited North Manchester General Hospital (NMGH) at the end of September 2019, and gave a commitment to support the redevelopment of the hospital. The Department of Health and Social Care has since released the 'Health Infrastructure Plan' which lists NMGH as one of the hospitals which will have access to "seed corn" funding to work up proposals for redevelopment. Of note, the Prime Minister referenced NMGH in his speech at the Conservative Party Conference, giving a firmer commitment to the NMGH re-build. Governors received a detailed update around this (Peter Blythin - Group Executive Director of Workforce and Corporate Business) at the Governor NMGH Workshop (22nd October 2019) and will continue to be regularly appraised of developments going forward.
- MFT's Diversity Matters Conference was held in September 2019 and launched the Trust's Equality, Diversity and Inclusion Strategy. Over 100 internal and external colleagues attended to support the Trust's approach to 'Diversity Matters'.
- On 1st October 2019 the Trust welcomed over 650 community health care staff from Trafford community health care services (joined MFT from Pennine Care). They will form part of the new Trafford Local Care Organisation and will work closely with the Manchester Local Care Organisation (more information provided under agenda item 8).
- During mid-October 2019, the Allied Health Professionals (AHPs) across MFT came together to celebrate the contribution of colleagues across all 14 professions. Various stands were located across the hospitals to educate colleagues, patients and visitors about the role of AHPs and celebrate the importance of these diverse roles and the impact they have in making a positive difference to healthcare and patients.
- In October 2019, MFT was delighted to welcome Dr Hughes, National Guardian for the NHS, as part of the Trust's 'Speak Out Safely Month'. During the visit, the Trust's work on creating an open and honest culture was shared with Dr Hughes. Of note, 28 Freedom to Speak Up Champions have been appointed across MFT's Hospitals/MCS and MLCO, providing staff with a confidential and convenient route to raise concerns.
- MFT's Annual Long Service Awards were held this week which recognises valued colleagues who have reached 20 years, 30 years and 40 year's service and their dedication provided to the Trust's patients and service users.
- The nominations campaign period for the third MFT Excellence Awards closed last week with over 620 nominations being submitted. Of note, this is 250 more nominations than last year with the awards ceremony being scheduled for 6th March 2020.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

## Agenda Item 6: Lead Governor's Report

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

- Led by the Chairman (Kathy Cowell) and Jayne Bessant, the Annual Reviews of the three Governor Sub-Groups (Patient Experience, Staff Experience and Membership & Engagement) were recently concluded which provided a valuable insight into the key work projects/initiatives that have been progressed and their associated achievements over the past 12 months. A combined meeting with the 3 Sub-group Chairs will now be held on 25th November 2019 to discuss/determine future meeting arrangements for 2020, including the format of next year's Governor Hospital/MCS Tours. Suggestions recently submitted by Governors around the 'engagement' concept will also be considered with the outcome of this meeting being shared with Governors at the Governor Workshop in December 2019.
- A new Chairman's Governor Bulletin' has been developed and circulated to Governors (1st November 2019). Regular bulletins will be issued and will include key information about the Trust alongside information to support Governors in their role and associated engagement activities.
- One of the key briefing items included in the November Chairman's Governor Bulletin was the 'Forward Plan Survey'. A good response to the survey has been received which was distributed to Members (Public and Staff) alongside the general public over the summer period via a variety of media. The survey was also a key Governor engagement tool that was available at recent Membership Events (Young People's Event and Annual Members' Meeting). The responses are currently being analysed with key findings being presented by the Strategy Team to Governors at the Governor Winter Development Session (18th December 2019). More information provided under agenda item 9.1.
- The next Governor Performance Assurance Meeting will be held on 18th November 2019. At the request of Governors, key presentations have been secured in relation to the MFT's Out-Patient Transformation Programme and the MLCO – Neighbourhood Communities Strategy for North Manchester. Further information in relation to the Human Fertilisation and Embryology Authority (HFEA)/In Vitro Fertilisation Services (IVF) will be secured for a future Performance Meeting (early 2020).
- Governors were encouraged to attend the next Governor Workshop scheduled for 10th December 2019 at which a further update around NMGH Acquisition will be provided.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

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

Detailed information in relation to each item presented made available via the '*Council of Governors' Public Meeting Presentation Pack (5<sup>th</sup> November 2019)*' - circulated to Governors in preparation of the meeting (with hard copies being available at the meeting).

Sir Michael Deegan, Group Chief Executive Officer provided a verbal introduction to the '*Assurance and Risk Report*' stating that in keeping with the new arrangements provided at the July 2019 meeting (in response to feedback from Governors), the format of this report item, will again focus upon two High Level Risks that have been drawn out from MFT's High Level Risk Report (in order to provide Governors with more focused/detailed information), followed by an opportunity for Q&As.

As before, the full High Level Risk Summary Report (which outlines all high level risks) was circulated to Governors in preparation of the meeting, with the two key areas being presented today being in relation to '*EU Exit Preparation*' and '*Planning for the Winter*'.

Governors were reminded that as part of the 'Governors' Meeting Framework', quarterly 'Governors Performance Assurance Meetings' have been established, and at which, the latest Board Assurance Reports are presented to Governors to enable a detailed review of the Trust's operational performance (provided by Julia Bridgewater, Group Chief Operating Officer). The next meeting is scheduled for 18th November 2019 with Governors being encouraged to attend in order to obtain appropriate performance assurance information.

Of note, in order to appraise new Governors of the Trust's Risk Framework, bespoke sessions were included as part of their recent induction programme so as to provide an overview of MFT's Risk & Assurance process and Patient Safety alongside the Trust's Performance process.

Attention was drawn to the Trust's well-established risk management process and governance framework, with high level risks (scoring 15 or above), being taken directly from each Hospital/MCS Risk Register and reviewed by the Group's Risk Management Committee (GRMC) which is chaired by Sir Mike Deegan.

Of note, high level risks are linked directly to the Board Assurance Framework (BAF) and, as part of this risk review process, mitigating actions are agreed alongside determining the anticipated length of time that each risk will remain on the risk register (at high level) which is regularly reported to the Board of Directors (and associated Board Scrutiny Committees) along with the Trust's Audit Committee.

Governors were reminded of the traffic light system (RAG rating - Red, Amber and Green) which 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.

Clarification was sought as to whether there is a timescale in place to resolve issues (previously outlined to Governors) in relation to the Neonatal Transport Service. In response, it was noted that the final decision regarding the ongoing provision of this service was with Commissioners and the outcome would be shared with Governors when available.

### **7.1) EU Exit Preparations**

Julia Bridgewater, Group Chief Operating Officer, presented an overview of the Trust's '*EU Exit Preparations*' with key information being highlighted in relation to 'Governance Arrangements', 'Latest' and 'Current Position'.

Clarification was sought as to whether there was any early indication that EU citizens are leaving (or intend to leave) MFT's workforce. In response, the Trust has around 1075 staff that are EU citizens, however, there are no early indications that these staff are, or will be, planning to leave MFT due to EU exit plans.

Clarification was sought as to whether additional support and communications are being provided to staff/managers in relation to EU exit plans. In response, assurance was provided that regular briefings/information is being provided to the wider workforce alongside close communications with Staff Side representatives. Attention was drawn that all staff are important to the Trust with ongoing support and communications occurring to ensure that staff continue to be supported throughout and after this transition period.

## 7.2) 'Planning for the Winter' (including impact on Referral Time to Treatment, Cancer & Urgent Care)

Julia Bridgewater, Group Chief Operating Officer presented an overview of '*Planning for the Winter*' with key information being highlighted in relation to 'Winter Planning Aims – Process and Governance Arrangements', 'MFT Group and System Plan', 'Highlights of the 2019/20 Winter Plan', 'Highlights of the 2019/20 Winter Plan by Hospital site' and 'Risks and Impact on other Constitutional standards'.

Clarification was sought as to the Trust's current compliance against the A&E targets (4 hours - arrival to departure) and specifically the associated 12 hour trolley-wait. In response, assurance was provided that the Trust ensures that patients do not experience a 12 hour trolley-wait with attention being drawn that patient safety is the Trust's main priority during heightened levels of demand on services.

Attention was drawn that in addition to patient safety and welfare, the health and well-being of staff is also a critical factor to be considered at times of peak demand and expectations around performance. It was noted that a number of support mechanisms are in place for the MFT workforce, guided by safe working policies and practice. In addition, as one of the clear benefits of the merger (between former organisations CMFT and UHSM), and in close collaboration with NWAS, it was noted that there was an ability to more readily divert patients safely, between MFT's sites, during peak demands on the Trust's urgent and emergency care services.

Clarification was sought as to whether active engagement with local communities is considered during winter planning exercises. In response, Governors were reminded that the MLCO was working closely with the Trust and all key stakeholders and community groups on a wide-range of engagement programmes (previously presented to the Council of Governors coupled with the following agenda item 8).

**Decision:**  
**Noted**

**Action by:**  
**N/A**

**Date:**  
**N/A**

## Agenda Item 8: Update on the Manchester and Trafford Local Care Organisations

Michael McCourt, Chief Executive (Manchester Local Care Organisation) and Tim Griffiths, Associate Director of Corporate Services (Manchester Local Care Organisation) presented an update in relation to '*the Manchester and Trafford Local Care Organisations*' with key information being highlighted in relation to 'Manchester Local Care Organisation (MLCO) Recap', 'Making a difference – some of the things we have done so far', 'Our 2019-2020 Priorities', 'Trafford Local Care Organisation', 'Trafford Services' and 'Transformation Across Trafford'.

Clarification was sought as to whether there were any future plans to provide hospice care within Manchester. In response, it was confirmed that the MLCO has several arrangements in place with current hospices (outside of the City of Manchester boundaries) and is developing shared care arrangements. It was confirmed that going forward, the MLCO will have the opportunity to further assess and consider enhanced end-of-life pathways and choices for patients.

Clarification was sought as to whether MLCO services cover the North Manchester locality. In response, it was confirmed that the MLCO covered North, Central and South Manchester in keeping with the Manchester City Council boundaries.

Further information was requested in relation to the 'Community crisis response model (keeping people out of hospital)' and specifically what areas this covers and how it manages increasing system demand/pressures. In response, the 'Community crisis response model' supports and enables ambulances (NWAS) to be directed to urgent care services across the whole of Manchester (North, South and Central). In addition, ambulance switchboard operators are able to discuss directly with family members the needs of patients and determine whether treatment can be delivered at home (e.g. via paramedics) rather than arranging for patients to attend A&E departments across the city.

In response to observations regarding the low number of mental health leads appointed to a number of community teams, it was confirmed that additional resources have been identified with further work to be undertaken to determine the care that can be provided by Primary Care alongside Social Care providers. Assurance was provided that plans are being progressed to improve mental health care provisions going forward.

<b>Decision:</b> Noted	<b>Action by:</b> N/A	<b>Date:</b> N/A
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## **Agenda Item 9: Governance**

### **9.1) Annual Planning (2020/21) - Next Steps**

Darren Banks, Group Executive Director of Strategy presented an update in relation to 'Annual Planning (2020/21) - Next Steps' with key information being highlighted in relation to 'Annual Planning', 'Vision and Strategic Aims' and 'Council of Governors' Involvement'.

Attention was drawn that over the coming months, an overarching MFT Annual Plan would be developed alongside individual Hospital/MCS/LCO plans for 2020/21.

Governors will continue to be actively involved in the Trust's Forward Planning process and will be provided with key opportunities to forward their (and member) views, as part of the forthcoming Governor Development Session (December 2019) alongside the main Annual Forward Planning Workshop (January 2020). Of note, the findings from the recent Forward Plan Survey (responses received from members including public and staff, alongside the wider general public) would be shared with Governors at the December 2019 session and will also be shared with each Hospital/MCS/LCO Chief Executives for their consideration as part of their individual plan developments. Following this, Governors will be regularly appraised of ongoing forward plan developments (including further opportunities to contribute), with the finalised MFT Annual Plan being shared with Governors at the July 2020 Council of Governors' Meeting.

Clarification was sought as to what influence Governors will have in relation to the Trust's patient letters with issues specifically being cited that improvements are felt to be required for some current letters adopted by the Trust. It was confirmed that arrangements have been secured for Dr Veronica Devlin (Chief Transformation Officer), to provide Governors with an update around the Trust's Out-Patient Programme (including patient letters) at the forthcoming Governors' Performance Assurance Meeting (18<sup>th</sup> November 2019).

Clarification was sought as to whether the Trust outsourced secretarial support in relation to the typing of patient letters to overseas agencies. In response, it was agreed that a further update would be shared with Governors at the aforementioned Performance Assurance Meeting (18<sup>th</sup> November 2019).

Issues were cited in relation to Governors effectively representing the views of members and the wider general public with the request being made for further consideration to be undertaken as to how Governors are to effectively facilitate this process (specifically Governors representing Greater Manchester areas and beyond). In response, the forthcoming combined meeting with the Lead Governor and 3 Sub-group Chairs (25th November 2019) would consider and report back to Governors at the forthcoming December 2019 Governor Session.

## 9.2) Quality Report – Next Steps

Sarah Corcoran – Director of Clinical Governance, presented an update in relation to ‘*Quality Report – Next Steps*’ with key information being highlighted in relation to ‘Purpose of the Quality Report’, ‘2019-20 Approach’, ‘2019-20 Report’, ‘Content’ and ‘Key Indicator for Testing’.

Attention was drawn that in keeping with previous arrangements, Governors will be involved in the development of the MFT’s Quality Report as part of the aforementioned Governor Winter Development Session (December 2019) alongside the main Annual Forward Planning Workshop (January 2020). Attention was drawn that NHSI’s Guidance is awaited which outlines the mandated quality metrics and usually also requests that Governors choose a local quality indicator for testing (exception being last year when NHSI recommended that Governors chose a specific local metric i.e. Summary Hospital-level Mortality Indicator).

Attention was drawn that when choosing a metric for testing, Governors will be supported to ensure that any suggestion made is viable (auditable). The suggestion was made that a possible engagement area that may be considered useful for Governors to engage with members and the wider general public is around the Trust’s Quality Report with possibilities e.g. animations being considered/explored going forward.

<p><b>Decision:</b> Governors to be provided with an update around the Trust’s Out-Patient Programme (including patient letters and secretarial support) at the forthcoming Governors’ Performance Assurance Meeting</p>	<p><b>Action by:</b> Dr Veronica Devlin</p>	<p><b>Date:</b> 18<sup>th</sup> November 2019</p>
<p>Consideration/possibilities to be explored at the forthcoming combined meeting with the Lead Governor and 3 Sub-group Chairs re; Governors effectively representing the views of members and the wider general public (outcome/recommendations to be reported back to Governors in December 2019)</p>	<p>Lead Governor and 3 Sub-group Chairs</p>	<p>25th November 2019</p>

## **Agenda Item 10: Governors**

### **10.1) Governor Elections Results (2019)**

Alwyn Hughes, Director of Corporate Services/Trust Secretary invited Governors to review the results following the recent Governor elections (September 2019) with newly elected in addition to newly nominated Governors, formally starting in office at the recent Annual Members' Meeting (24th September 2019).

### **10.2) Lead Governor Election Results (2019)**

Alwyn Hughes, Director of Corporate Services/Trust Secretary informed Governors that following the recent Lead Governor Elections (October 2019), Jayne Bessant, Public Governor (Manchester) had been successfully re-elected (unopposed) into the Lead Governor role.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

## **Date and Time of Next Meeting**

### **Dates & Times of New 2020 Meetings:**

**Wednesday, 12<sup>th</sup> February 2020 at 1.30pm – 4.00pm  
in the Ground Floor Meeting Room, Nowgen Centre, Oxford Road Campus  
(refreshments available at 1.15pm)**

**Tuesday, 12<sup>th</sup> May 2020 at 1.30pm – 4.00pm  
Ground Floor Meeting Room, Nowgen Centre, Oxford Road Campus  
(refreshments available at 1.15pm)**

**Monday, 20<sup>th</sup> July 2020 at 1.30pm – 4.00pm  
in the Lecture Theatre 2, Wythenshawe Hospital  
(refreshments available at 1.15pm)**

**Tuesday, 24<sup>th</sup> November 2020 at 1.30pm – 4.00pm  
in the Ground Floor Meeting Room, Nowgen Centre, Oxford Road Campus  
(refreshments available at 1.15pm)**