

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**TUESDAY, 12<sup>TH</sup> FEBRUARY 2019**

**AT 1.30 PM – 3.20 PM**

**LECTURE THEATRE 2, GROUND FLOOR,  
EDUCATION AND RESEARCH CENTRE,  
WYTHENSHAW HOSPITAL**

### NOTES OF MEETING

<b>PRESENT:</b>	
Kathy Cowell	Presiding Chair – Group Chairman
<b>Governors – Public Constituency: -</b>	
Dr Syed Ali	Manchester
Ivy Ashworth-Crees	Rest of Greater Manchester
Jayne Bessant	Lead & Public Governor (Manchester)
Stephen Caddick	Rest of Greater Manchester
Clifford Clinkard	Rest of Greater Manchester
Janet Heron	Manchester
Dr Michael Kelly	Manchester
Paula King	Rest of Greater Manchester
Sheila Otty	Rest of England & Wales
Jane Reader	Trafford
Sue Rowlands	Manchester
Suzanne Russell	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Trafford
<b>Governors – Staff Constituency: -</b>	
Jacky Edwards	Nursing & Midwifery
Colin Owen	Non-Clinical & Support
Dr Matthias Schmitt	Medical & Dental
Geraldine Thompson	Other Clinical
<b>Governors – Nominated Partner Organisations: -</b>	
Rev Charles Kwaku-Odoi	Caribbean & African Health Network
Graham Watkins	Volunteer Services

<b>IN ATTENDANCE:</b>		
Darren Banks	Group Executive Director of Strategy	
Gill Bell	Director for Digital Delivery	
Dr Ivan Benett	Group Non-Executive Director	
Peter Blythin	Director of Single Hospital Service Programme	
Julia Bridgewater	Group Chief Operating Officer	
Sir Michael Deegan	Group Chief Executive	
David Furnival	Group Director of Estates and Facilities	
Luke Georghiou	Group Non-Executive Director	
Nic Gower	Group Non-Executive Director	
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	
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director	
Miss Toli Onon	Joint Group Medical Director	
Trevor Rees	Group Non-Executive Director	
Lee Rowlands	Director of Income and Contracting	
<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>		
Cllr Chris Boyes	Nominated - Trafford Borough Council	
John Churchill	Public – Manchester	
Dr Denis Colligan	Nominated – Manchester Health & Care Commissioning	
John Cooper	Staff - Nursing & Midwifery	
Alix Joddrrell-Banks	Staff - Other Clinical	
Rachel Koutsavakis	Staff - Non-Clinical & Support	
Dr Jenny Myers	Nominated - Manchester University	
Dr William O'Neill	Public - Rest of England & Wales	
Cllr Tracey Rawlins	Nominated - Manchester City Council	
Circle Steele	Nominated - Manchester BME Network	
Brooke Taylor	Nominated – Youth Forum	
<b>Directors:</b>		
John Amaechi	Group Non-Executive Director	
Professor Dame Susan Bailey	Group Non-Executive Director	
Barry Clare	Group Deputy Chairman/Non-Executive Director	
Professor Jane Eddleston	Joint Group Medical Director	
Gill Heaton	Group Deputy Chief Executive	
Adrian Roberts	Group Chief Finance Officer	
<b>Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors</b>		
The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending and welcomed Governors to MFT's Council of Governors' Meeting.		
<b>Decision:</b> N/A	<b>Action by:</b> N/A	<b>Date:</b> 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**

Cllr Chris Boyes - Nominated Governor (Trafford Borough Council)  
 John Churchill - Public Governor (Manchester)  
 Dr Denis Colligan - Nominated Governor (Manchester Health & Care Commissioning)  
 John Cooper - Staff Governor (Nursing & Midwifery)  
 Alix Jodrell-Banks - Staff Governor (Other Clinical)  
 Rachel Koutsavakis – Staff Governor (Non-Clinical & Support)  
 Dr Jenny Myers - Nominated Governor (Manchester University)  
 Dr William O’Neill - Public Governor (Rest of England & Wales)  
 Cllr Tracey Rawlins - Nominated Governor (Manchester City Council)  
 Circle Steele - Nominated Governor (Manchester BME Network)  
 Brooke Taylor - Nominated Governor (Youth Forum).

**Directors**

John Amaechi - Group Non-Executive Director  
 Professor Dame Susan Bailey - Group Non-Executive Director  
 Barry Clare - Group Deputy Chairman/Non-Executive Director  
 Professor Luke Georghiou - Group Non-Executive Director  
 Chris McLoughlin - Group Senior Independent Director/Non-Executive Director  
 Trevor Rees - Group Non-Executive Director  
 Adrian Roberts - Group Chief Finance Officer.

**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 13th November 2018**

The minutes of the Council of Governors’ Meeting held in public on 13th November 2018 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (13th November 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:

- Attention was drawn to the recent sad death of Professor Malcolm Chiswick who was a former Lead Governor and also Medical Director (CMFT) and Consultant Neonatologist & General Paediatrician who cared for new-born babies in Saint Mary's Hospital with a Special Briefing note being sent to the Governors (11<sup>th</sup> February 2019).
- The outcome of the Care Quality Care inspection recently undertaken in the Autumn 2018 is expected soon (currently completing a factual accuracy exercise). Once received, the final outcome will be circulated to Governors.
- The NHS Long Term Plan was announced on 7th January 2019 which sets-out the blueprint for the NHS over the next ten years and funding priorities for the next five years (more detailed overview to be provided under agenda item 7.2).
- At the request of Governors, an overview of MFT's 'Brexit' Plans will be provided under agenda item 7.3.
- A Second MFT Excellence Awards Event is to be held at the Principal Hotel Manchester on 8th March 2019 with Governors being allocated complementary tickets.
- A number of MFT's staff and services have received awards recently with congratulations being forwarded to:
  - o Claire Stevens, Consultant in Paediatric Dentistry at the University Dental Hospital of Manchester, who was awarded a CBE in the Queen's New Year's Honours List in recognition of her commitment to improving children's oral health nationally.
  - o The Lung Team at Wythenshawe Hospital who won the 'Acute Specialist Services Redesign' category in the HSJ Awards on 21st November for their innovative work to enable earlier diagnosis of lung cancer.
  - o The MLCO won the 'Working Across Systems' award at the HPMA North West awards.
  - o The MFT Research & Innovation Team won three awards at the Greater Manchester Clinical Research Awards, including a 'lifetime achievement' award for Charles Hay.
  - o MFT won the 'Green Champion for Best Practice in the healthcare sector' award recognising Environmental Best Practice at this year's Green Apple Environment Awards, hosted by the Green Organisation.
- MFT has recently been named as one of a very small number of centres in the UK to offer a revolutionary new cancer treatment (CAR-T), widely regarded as the most exciting cancer treatment development in decades. This new ground-breaking treatment will be offered to children and adults (being unique in this regard). Within MFT, the treatment will be delivered in Royal Manchester Children's Hospital and Manchester Royal Infirmary.
- Lord Prior, Chairman of NHS England, visited MFT in January 2019 and toured the Genomics Unit at Saint Mary's Hospital. The visit went very well and Lord Prior was impressed by MFT's Genomics Services.
- MFT's first cohort of Trainee Nursing Associates (TNAs) have now successfully completed their training. Over the next few weeks, 80 Nursing Associates will be moving into their new roles in their new 'biscuit and black' uniforms across MFT. The TNAs will be looking to register as Nursing Associates with the NMC (Nursing and Midwifery Council) over the coming days. We look forward to welcoming them into wards and departments where they will embark on their new journey as the UK's first Nursing Associates.

Clarification was sought in relation to the TNA's role. In response, the role involves completing a 2 year training programme and supporting the nursing workforce. Attention was drawn that a further 250 TNA's are due to qualify in 18 month's time and will make a real difference to MFT's nursing workforce.

<b>Decision:</b> Noted	<b>Action by:</b> N/A	<b>Date:</b> 13 <sup>th</sup> November 2018
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### **Agenda Item 6: Lead Governor's Report**

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

- In order to further enhance Governor involvement in the forward planning process and provide a forum for Governor/members' views to be shared, a further strategy session has been arranged after the formal Council of Governors' Meeting (12<sup>th</sup> February 2019) has concluded with additional dedicated strategy sessions/updates being planned over the coming year.
- At the recent request of Governors, arrangements have been made to receive an overview of NMGH Risk Register after the formal Council of Governors' Meeting (12<sup>th</sup> February 2019) has concluded with further dedicated sessions/updates and workshops also being planned over the coming year.
- Hospital CEOs/MCS have been approached to make arrangements to showcase their key services as part of the New 2019 Governor Tour Programme. Once finalised, programme of tours will be sent to Governors (anticipated to start around May 2019).
- Over the coming weeks, a New Public Member Recruitment Campaign will be held (to commence 18th February 2019) across all Hospital sites and key community locations in order to replace members lost over the past year due to natural attrition. It is anticipated that around 2,000 new public members will be recruited as part of the campaign with a particular focus on young people and BME groups (further details will be sent to Governors shortly).
- Thanks and appreciation were forwarded to Governors for attending the recent Governor Development Session (part of the Governors' Annual Forward Planning Workshop held on 28th January 2019) which was facilitated by Stacey Bullock (Head of Organisational Development). Feedback from attending Governors was extremely positive with further development sessions being scheduled throughout 2019.
- The next scheduled Chairman's Monthly Surgery will be held on 19th February 2019 with encouragement being given to Governors to attend these sessions as they provide a key engagement opportunity between Governors and NEDs.
- Sincere condolences were expressed at the recent sad loss of Professor Malcolm Chiswick who was cited as being a fantastic mentor and charismatic Lead Governor of the former CMFT, being re-elected by his fellow CMFT Governor peers year on year until his retirement.

<b>Decision:</b> Noted	<b>Action by:</b> N/A	<b>Date:</b> 12 <sup>th</sup> February 2019
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### **Agenda Item 7: Chief Executive Officer's (CEO) Report**

#### **7.1) Assurance and Risk Report**

The Group Chief Executive (Sir Michael Deegan), presented an overview of the Trust's Assurance and Risk Report (please refer to meeting slides for information).

Governors were reminded that as part of the 'Governor Meeting Framework', the Trust has established quarterly 'Governors' Performance Assurance Meetings'. At these meetings, 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) to be undertaken. The next meeting is scheduled for 18<sup>th</sup> March 2019 with Governors being encouraged to attend this key meeting in order to obtain appropriate performance assurance information.

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 Michael Deegan. 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 are regularly reported to the Board of Directors (and associated Board Scrutiny Committees) along with the Trust's Audit Committee.

Of note, all high level risks are linked directly to the Board Assurance Framework (BAF) which is also reviewed by the Trust's Audit Committee, Board of Directors and Board Scrutiny Committees.

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.

An overview of the updated position, in relation to the Trust's current high level risks was outlined with the 'Risk Tables' presented, again including the actual risk scores in relation to the 'potential likelihood of a risk occurring' alongside 'consequence' scores (5x5 scoring system). The invitation was given to Governors to request any associated specific detail at the forthcoming Governors' Performance Assurance Meetings.

#### Current High Level Risks:

- 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)
- Never Events
- Adult Congenital Heart Services
- Communications of diagnostic test & screening results
- Central Site Management of Patient Records
- Cyber Security
- Regulatory (CQC) Compliance Evidence
- Compound risk relating to the proposed acquisition of North Manchester General Hospital
- Compliance with Regulations – Fire Stopping
- Compliance with Regulations – Electrical
- Medicines Management and Security

- Clinical Quality of Health Records
- Financial Sustainability
- Appraisal Compliance.

Attention was drawn that two new risks have recently been graded as high level risks (scoring 15 or above) in relation to:

- Neonatal Transport Service
- Orthopaedic Service Review.

Clarification was sought as to whether potential 'Brexit' implications, were being considered by the Board as being a future risk for inclusion on the Trust's Risk Register. In response, assurance was provided that the Trust's Risk Register is a 'live' system enabling risks to be added and removed as and when required with confirmation being provided that going forward, 'Brexit' (EU Exit) implications would be escalated as a high level risk (and subsequently reported/included on the Risk Register).

Clarification was sought as to the rationale for the change in scoring, over the past 6 months, in relation to the 'RTT 18 Weeks Standard' and specifically the associated risk 'likelihood' decreasing whilst the risk 'consequence' has increased. In response, whilst the scoring methodology applied is subjective, the change has occurred due to several component elements changing around access to diagnostic tests and waiting times, with significant improvements being made to the elective long-waiters list which has reduced from around 300 to 15 patients in January 2019. Attention was drawn to the ongoing challenges/pressures of providing specialist urgent care to patients alongside routine (elective) care with the Trust also experiencing an increase in patient referrals. Of note, a recent agreement has been provided by Commissioners for a small number of patients to be cared for in the private sector which will help to alleviate some demand pressures going forward. Assurance was provided surrounding the plans in place to address the remaining small number of long-waiters within the Trust with the opportunity being provided to Governors to seek more detailed information at the forthcoming Governors' Performance Assurance Meeting.

Clarification was sought as to whether Governors would receive more detailed information around the new risk cited in relation to the 'Neonatal Transport Service'. In response, the Trust (Saint Mary's Hospital) is working closely with the Specialised Commissioning Team (NHS England) and North West Ambulance Service to resolve the current challenges. A more detailed overview will be provided to Governors at a future Governors' Performance Assurance Meeting.

## **7.2) NHS 10 Year Long-Term Plan Overview**

Darren Banks, Group Executive Director of Strategy, presented an overview of the 'NHS 10 Year Long-Term Plan' with key information being highlighted in relation to 'NHS Long Term Plan', 'A New Service Model', 'Action on Prevention and Health Inequalities', 'Progress on Care Quality and Outcomes', 'Next steps' and 'Overall Themes'.

Attention was drawn to the fact that the 'NHS Long-Term Plan' was published in January 2019. The Plan proposed a new service model with a focus on prevention, out of hospital care and integration of care alongside the use of digitally-enabled care. The new service model is anticipated to help reduce pressures on hospitals. It was noted that there was a need to further develop the role that social care can play.

Attention was drawn to the fact that local health organisations, over the coming months, are to produce implementation plans that set out how the NHS Plan's key commitments are to be implemented locally.

Clarification was sought in relation to MFT’s long-term plans for Dermatology Services and associated imaging technologies, with specific issues being cited in relation to MFT’s current service provisions (for transplant patients) being provided at Trafford General Hospital which previously were available at the Oxford Road Campus. In response, national Dermatology speciality challenges were cited with the Trust working with other NHS Trusts to determine optimum service provision going forward including the opportunity to develop/enhance imaging technologies.

Appreciation was forwarded in relation to the emphasis being made by NHS England and NHS Improvement on more collaborative working in the NHS (rather than completing). In response it was noted that, as part of Greater Manchester’s 10 Year Plan, integration (and collaboration) is a key element and Greater Manchester is leading the way in this area of working.

Attention was drawn to one of the NHS Plan’s priority areas namely ‘obesity’ with clarification being sought in relation to the plans in place to address malnutrition and hydration issues specifically in the older people’s population. In response, whilst the NHS Plan does not specifically set this as being one of its key priorities, assurance was provided that local health initiatives/projects will not be limited to those areas highlighted in the plan.

Clarification was sought in relation to MFT’s plans to support patients to stop smoking. In response, MFT has developed a ‘CURE Programme’ with the suggestion being made that an overview of this programme of work (including support arrangements plus staff role re; challenges) to be provided to Governors at a future Governors’ Performance Assurance Meeting. Special thanks and appreciation were forwarded to the Trust’s volunteers who frequently challenge patients/visitors when found to be smoking in inappropriate (non-designated) areas.

**7.3) MFT’s Brexit Contingency Plans – Summary Overview**

Julia Bridgewater, Group Chief Operating Officer, presented an overview of ‘MFT’s Brexit Contingency Plans’ with key information being highlighted in relation to ‘National Guidance’, Governance Arrangements’ and ‘Planning Arrangements’.

Attention was drawn that the Department of Health & Social Care published the ‘EU Exit Operational Readiness Guidance’ in late December 2018 which outlines the key actions to be taken by Health & Social Care organisations to prepare for a potential ‘no deal’ EU exit. Assurance was provided that the Trust has taken on board this key guidance and has established a ‘Brexit Contingencies Group’ alongside linking in with the national team, to ensure that the Trust has the appropriate processes and plans in place going forward.

Issues were cited in relation to the potential impact upon Nuclear Medicine and related scanning services; specifically the supply of isotopes as a potential consequence of ‘Brexit’. In response, acknowledgement was given that the availability of isotopes is part of ongoing discussions and that specific information on this would be provided to the Governor directly (Dr Matthias Schmitt - Staff Governor for Medical & Dental).

Decision:	Action by:	Date:
<p><b>Neonatal Transport Service Overview to be provided to Governors at a future Governors’ Performance Assurance Meeting</b></p>	<p><b>Julia Bridgewater</b></p>	<p><b>21<sup>st</sup> May 2019</b></p>



<b>Overview of MFT's 'CURE Programme' (including support arrangements and staff role re; challenges) to be provided to Governors at a future Governors' Performance Assurance Meeting</b>	<b>Mandy Bailey</b>	<b>23<sup>rd</sup> July 2019</b>
<b>Specific information/update in relation to the supply of isotopes to be provided to Dr Matthias Schmitt (Staff Governor for Medical &amp; Dental).</b>	<b>Julia Bridgewater</b>	<b>February/March 2019</b>

## **Agenda Item 8: Governance**

### **8.1) Quality Report (2018/19) - Next Steps**

Miss Toli Onon, Joint Medical Director provided an overview of the '*Quality Report (2018/19) - Next Steps*' with key information being highlighted in relation to 'Timescale', 'Metric' and 'Priorities'.

Attention was drawn that as discussed with Governors at the recent Governors' Annual Forward Planning Workshop (held on 28<sup>th</sup> January 2019), the metric that NHSI recommended this year as being the 'Governor chosen quality metric' and which was supported/agreed by Governors at the aforementioned workshop was the:

- Summary Hospital Level Mortality Indicator (SHMI).

With the Quality Priorities being identified as:

- Mortality
- Quality & Safety Risks
- Culture
- Never Events (NEs)
- Infection
- Falls.

Thanks and appreciation were forwarded to Governors for their active involvement in this process with the final report (part of MFT's Annual Report 2018/19) being received by Governors at the July 2019 Council of Governors' Meeting.

In keeping with previous arrangements, Governors will continue to be actively involved in the development of the MFT's Quality Report as part of the aforementioned Governor Winter Development Session alongside the Annual Forward Planning Workshop.

**Decision:  
Noted**

**Action by:  
N/A**

**Date:  
12<sup>th</sup> February 2019**

**Date and Time of Next Meeting**

**Dates & Times of remaining 2019 Meetings:**

**Wednesday, 15<sup>th</sup> May 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**

**Wednesday, 31<sup>st</sup> July 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**

**Tuesday, 5<sup>th</sup> November 2019 at 1.30pm – 4.00pm  
(refreshments available from 1.15 pm)**

**Ground Floor Meeting Room, Nowgen Centre, Manchester Royal Infirmary**