

Annual Members' Meeting

Tuesday, 25th September 2018
At 1.00pm - 4.00pm

In the Post-Graduate Centre, Oxford Road, Manchester, M13 9WL
(Oxford Road Campus)

PRESENT:

Executive Directors, Non-Executive Directors and Directors

John Amaechi – Group Non-Executive Director, Professor Dame Susan Bailey - Group Non-Executive Director, Darren Banks – Group Executive Director of Strategy, Dr Ivan Benett – Group Non-Executive Director, Peter Blythin - Director of Single Hospital Service Programme, Julia Bridgewater – Group Chief Operating Officer, Barry Clare – Group Deputy Chairman/Non-Executive Director, Kathy Cowell – Group Chairman, Sir Michael Deegan – Group Chief Executive, Professor Jane Eddlestone – Group Joint Medical Director, Luke Georghiou - Group Non-Executive, Margot Johnson – Group Executive Director of Workforce & Organisational Development (OD), Professor Cheryl Lenney – Chief Nurse, Chris McLoughlin – Group Non-Executive Director, Dr Toli Onon – Group Joint Medical Director and Adrian Roberts – Group Chief Finance Officer.

Trust Secretary

Alwyn Hughes – Director of Corporate Services/Trust Secretary.

MFT Council of Governors

Dr Syed Ali – Public Governor (Manchester), Ivy Ashworth-Crees – Public Governor (Rest of Greater Manchester), Clifford Clinkard – Public Governor (Rest of Greater Manchester), Jacky Edwards – Staff Governor (Nursing & Midwifery), Dr Michael Kelly - Public Governor (Manchester), Paula King – *New Public Governor (Rest of Greater Manchester), Rachel Koutsavakis - Staff Governor (Non-Clinical & Support), Charles Kwaku-Odoi – *New Nominated Governor (Caribbean & African Health Network), Karen Morris – Public Governor (Rest of Greater Manchester), William O’Neill - *New Public Governor (Rest of England & Wales), Sheila Otty – Public Governor (Rest of England & Wales), Colin Owen - Staff Governor (Non-Clinical & Support), Jane Reader – Public Governor (Trafford), Susan Rowlands – Public Governor (Manchester), Suzanne Russell - Public Governor (Manchester), Circle Steele – Nominated Governor (Manchester BME Network), Chris Templar – Public Governor (Eastern Cheshire), Geraldine Thompson – Interim Lead & Staff Governor (Other Clinical), Christine Turner – Public Governor (Trafford) and Graham Watkins – Nominated Governor (Volunteer Services).

Members

Circa. over 200 Public/Staff Members and members of the public attended.

Notes Prepared By:

Donna Beddows – Foundation Trust Membership Manager.

Apologies:

Jayne Bessant – Public Governor (Manchester), Cllr Chris Boyes – Nominated Governor (Trafford Borough Council), Stephen Caddick – Public Governor (Rest of Greater Manchester), John Churchill - Public Governor (Manchester), Dr Denis Colligan – *New Nominated Governor (Manchester Health & Care Commissioning), John Cooper – Staff Governor (Nursing & Midwifery), Nic Gower – Group Non-Executive Director, Gill Heaton – Group Deputy Chief Executive, Janet Heron – Public Governor (Manchester), Alix Jodrell-Banks – Staff Governor (Other Clinical), Dr Jenny Myers – Nominated Governor (Manchester University), Dr Anthony Nixon – **Retiring Public Governor (Rest of England & Wales), Cllr Tracey Rawlins – Nominated Governor (Manchester City Council), Trevor Rees – Group Non-Executive Director, Matthias Schmitt - Staff Governor (Medical & Dental) and Brooke Taylor – Nominated Governor (Youth Forum).

*New Governors (Public and Nominated) formally started in office following closure of the Annual Members’ Meeting.

**Retiring Governor (Public) formally steps down from office following closure of the Annual Members’ Meeting.

WELCOME – KATHY COWELL, GROUP CHAIRMAN OBE, DL

Presentation Slides



Speaker's Narrative

Kathy Cowell, Group Chairman formally opened the Annual Members' Meeting by thanking all present for attending and invited Board Members to give their introductions to attendees.

Presentation Slides

Welcome and thank you



- All our staff members and public members
- Our Governors
- Our Staff Side partners
- The exhibitors and our volunteers
- Our fundraisers



Speaker's Narrative

As well as our staff and public members, we're very pleased to have staff side representatives here and I would like to thank them for their ongoing support in ensuring our hospitals are great places to work.

Welcome also to our Governors, who have made a tremendous contribution in representing the interests and views of staff and public members and the wider community we serve over the first few months of our new organisation.

I hope you've had a chance to look at some of the excellent information stands that have been put together by our Trust teams and partners, showing how we all work together to care for our patients and their families. Our theme this year is '70 years on – Continuing to Shine'. Our thanks to all of them for their contribution, and also to our volunteers who continue to do such a splendid job today and throughout the year.

I'd also like to thank, on your behalf, our fundraising team and all the many individuals, families and organisations who have made a significant contribution to our Trust Charity as it continued to grow from strength to strength and making such a positive difference to our patients and their families.

Presentation Slides	Speaker's Narrative
<p data-bbox="188 379 763 419">Format for the meeting today</p>   <ul data-bbox="237 544 842 786" style="list-style-type: none"> • Chief Executive's report for 2017/18 • Chief Finance Officer's report • Lead Governor's report • Looking ahead in 2018/19 - MFT • Questions to the Board of Directors 	<p data-bbox="1173 304 1834 336"><i>The format of today's Annual Members' Meeting is:</i></p> <ul data-bbox="1223 376 2089 855" style="list-style-type: none"> • <i>Sir Michael Deegan, Group Chief Executive will report on key achievements in 2017/18</i> • <i>Adrian Roberts, Group Chief Finance Officer, will tell you about our financial position</i> • <i>Geraldine Thompson, Interim Lead & Staff Governor will update you on Membership matters</i> • <i>Sir Michael Deegan, Group Chief Executive & Kathy Cowell, Group Chairman will provide our focus as a new organisation and our future plans</i> • <i>The meeting will then be opened for questions to our Board.</i>

REVIEW OF THE ANNUAL REPORT 2017/18 – SIR MICHAEL DEEGAN CBE, GROUP CHIEF EXECUTIVE

Presentation Slides

Who we are...



Manchester University NHS Foundation Trust was established on 1st October 2017



Manchester Royal Infirmary (MRI)



Saint Mary's Hospital



Royal Manchester Children's Hospital



Manchester Royal Eye Hospital



University Dental Hospital of Manchester



Trafford General Hospital



Altrincham Hospital



Wythenshawe Hospital



Withington Community Hospital



Speaker's Narrative

Sir Michael Deegan, Group Chief Executive presented an overview of the Annual Report 2017/18.

Before I talk about some of our achievements and also the challenges we faced last year, I would just like to quickly remind everyone of the scale and breadth of our new organisation – which is heading for its first birthday on the 1st October 2018 – and why it was critical that we created our new organisation.

Manchester University NHS Foundation Trust (MFT) is one of the largest acute Trusts in the UK, employing over 20,000 staff. We are responsible for running a family of nine hospitals across six separate sites, providing a wide range of services from comprehensive local general hospital care through to highly specialised regional and national services. MFT was created to address a number of health inequalities in our region and provide much better, safer, more consistent hospital care that's fit for the future to benefit people living in the City of Manchester, Trafford, and beyond.

Our hospitals are home to hundreds of world-class clinicians as well as academic and support staff, who are committed to providing the best care and treatment for our patients.

You can see on the slide here the hospitals and services that we cover – the Oxford Road Campus, comprises of the Manchester Royal Infirmary, Saint Mary's Hospital, Manchester Royal Eye Hospital and the Royal Manchester Children's Hospital. The University Dental Hospital is located just off Oxford Road. In the south part of the city, we have Wythenshawe Hospital and Withington Community Hospital, and in Trafford we have Trafford General Hospital and Altrincham Hospital.

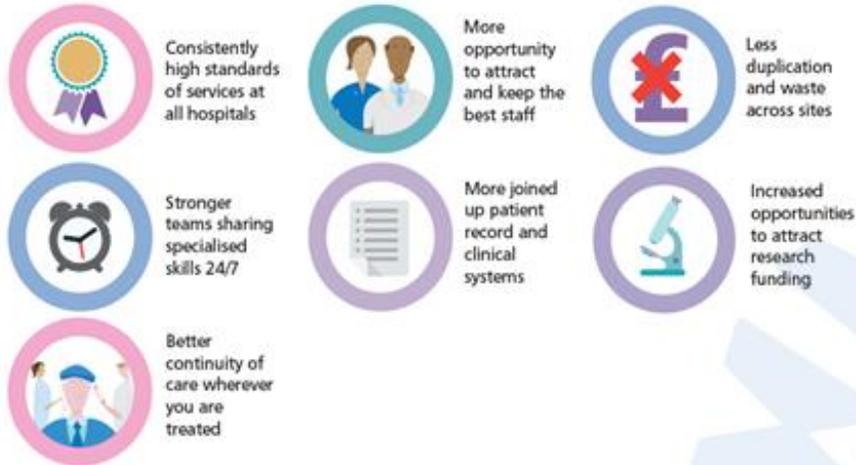
During this time period, the Trust also provided adult community services for central Manchester as well as children's community services right across the city of Manchester – these services form part of the new Manchester Local Care Organisation (MLCO) which was established on 1 April 2018 and MFT is now the proud host of the MLCO. We are indeed one of the largest and most diverse hospital groups in the UK and despite our size we are strongly rooted within our communities.

Presentation Slides

Speaker's Narrative



What are the benefits of our new city-wide Trust, Manchester University NHS Foundation Trust (MFT)?



It's important that we remind ourselves why we are creating a Single Hospital Service through our new Trust:

Greater Manchester has some of the poorest health outcomes (early death from respiratory diseases; child poverty; 40,000 aged 16-64 long-term unemployed; nearly 3,000 with dementia; highest number of smoking related deaths in UK; death from cardiovascular disease)

- *Real opportunity to change how we provide care to improve outcomes for patients and families*
- *Reducing variation and increasing standardisation in services*
- *Sir Jonathan Michael Review*

So this is why we created a new city-wide Trust as there are a wide range of benefits to the creation of MFT, which include:

- *Consistently high standards of services at all hospitals*
- *More opportunity to attract and keep the best staff*
- *Less duplication and waste across sites*
- *Stronger teams sharing specialised skills 24/7*
- *More joined up patient record and clinical systems*
- *Increased opportunities to attract research funding*
- *Better continuity of care wherever you are treated*

Presentation Slides

Speaker's Narrative

Groundbreaking opportunity



By creating Manchester University NHS Foundation Trust on 1st October 2017 – we have a ground breaking opportunity for us all. We have created something new – the biggest NHS Trust in the country.

This is an opportunity to deliver better care and services for our patients – as the leading provider of healthcare in Manchester and Trafford.

A huge thank you to all our staff for keeping things going over the period of the merger and our first few months as a new organisation.

Here are some key statistics about our new-city wide Trust:

- *nine hospitals*
- *£1.6bn turnover*
- *Community Services*
- *40% of all acute activity*
- *20,000 staff – and around 1,300 volunteers across our hospitals*

Presentation Slides

Speaker's Narrative

Our Vision and Values



Our Vision

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- Excels in quality, safety, patient experience, research, innovation and teaching
- Attracts, develops and retains great people
- Is recognised internationally as a leading healthcare provider

Our Values

Together Care Matters

- Everyone Matters
- Working Together
- Dignity and Care
- Open and Honest



As a new organisation, it's really important to have a vision that clearly sets out our purpose and what we want to do – it's important that all our staff have a shared understanding of this too.

Our vision is to improve the health and quality of life of our diverse population by building an organisation that:

- *Excels in quality, safety, patient experience, research, innovation and teaching*
- *Attracts, develops and retains great people*
- *Is recognised internationally as a leading healthcare provider*

A commitment to our values from our staff is fundamental in determining the quality and safety of our patients and staff. We have four values, as defined our colleagues, they are:

- *Everyone Matters*
- *Working Together*
- *Dignity and Care*
- *Open and Honest*

*To support this - an overarching values statement for MFT has been developed which is '**Together Care Matters**'.*

Our values are underpinned by a Behaviours Framework that makes clear the behaviours that each of us need to display to ensure a high quality and compassionate culture that is required for high performance and the delivery of excellent standards of care.

Presentation Slides

Establishing MFT



- From 1st October – a clear focus on **patient safety** and delivering **high quality care**
- Day 1-100 integration programme after merger
- Responded well to challenging winter season
- Delivered on our financial responsibilities
- New leadership structure



Speaker's Narrative

The period from 1st October 2017 has been one of significant transition and integration, but during this time everyone at MFT has kept a clear focus on the basics – patient safety and delivering high quality care.

Business and service continuity plans have ensured that patients remain safe and continue to receive high quality care from our staff, who in turn feel well supported.

Delivering the comprehensive integration programme covering Day 1 to Day 100 of the post-merger period has been a challenge, but thanks to effective leadership and huge commitment from all our staff it has been implemented successfully.

The Board and our management teams have also ensured that financial delivery and continued development of our clinical service strategy have remained a priority.

The merger happened at the same time as winter pressures on our urgent and emergency care services began to escalate. A combination of robust planning and staff going the extra mile to do their absolute best for our patients ensured we responded well to these pressures.

We put a number of measure in place during the winter season, including:

- *Opening additional beds where safe to do so*
- *Additional ward rounds at weekends*
- *Improved flow of patients to Trafford Hospital and Gorton Park Care Homes.*

One of the immediate benefits of our new Trust is the ability to use our capacity more flexibly between Manchester Royal Infirmary and Wythenshawe Hospital.

I am pleased to report that a new leadership structure has been implemented for MFT, drawing on existing talent from the two previous Trusts and also attracting high calibre leaders to join us from across the UK.

We now have: a full Board of Directors, a Council of Governors, a Management Board and a team of hospital/managed clinical services Chief Executives.

Our priorities in 2017/18



Safe, high quality care that meets and exceeds the needs and expectations of our patients.

- Quality
- Our services
- Research & innovation
- Our people
- Finances



Whatever we do here in MFT, we are absolutely committed to the delivery of the highest standards of care and the best patient experience. Throughout our first few months, our group of hospitals and community services worked tirelessly to achieve and often exceed the key priorities set by our Board of Directors.

In the time we have this afternoon, I can only briefly cover the amount of work that goes on in our organisation, so please do take the time to read more detail in our annual report (<https://mft.nhs.uk/the-trust/reports-and-publications/>), or speak to any member of staff after this more formal part of the meeting.

I will now talk you through some of our key priorities for the past year and improvements made under the headings of Quality; Our Services; Research & innovation and Our People.

Adrian Roberts (Group Chief Finance Officer) will talk more about our financial position and the challenges we face later in the meeting.

Hospital / MCS Chief Executives



Sarah Tedford
MRI



Mendy Bailey
Wythenshawe, Trafford,
Withington and Altrincham



Dena Marshall
RMCH



Karen Connolly
Saint Mary's Hospital



John Ashcroft
MREH and UDHM



Ien Lurcock
CSS

We have six Hospital and Managed Clinical Services (MCS) Chief Executives who ensure strong local hospital and service leadership – they are supported by a multi-disciplinary senior leadership team, which includes a senior doctor and senior nurse.

Presentation Slides

A snapshot: what we do



Between October 2017 and March 2018:

- **205,684** patients attended our A&E Departments
- **871,850** outpatient attendances
- **149,292** in-patients were treated and cared for
- **6,554** babies born

50 Years

Since first kidney transplant at MRI – performed over 6,500 transplants to date

ESMOS

Reducing complications and boosting patient recovery

New Test

To accurately predict breast cancer risk in women who do not test positive BRCA ½ gene

Speaker's Narrative

As the main provider of hospital care to approximately 750,000 people in Manchester and Trafford and the single biggest provider of specialised services in the North West of England. We are also the lead provider for a significant number of specialised services including Breast Care, Vascular, Cardiac, Respiratory, Urology Cancer, Paediatrics, Women's Services, Ophthalmology and Genomic Medicine.

Needless to say it has been a busy six months for our whole team. Here you can see some interesting statistics that provide a snapshot of the range of activity across our Trust in our first six months:

- *Our A&E Departments saw 205,684 attendances*
- *871,850 patients attended their out-patient appointments across our hospitals*
- *149,292 in-patients were treated and cared for in our hospitals*
- *6,554 babies born*
- *We celebrated 50 years since the first kidney transplant was performed at Manchester Royal Infirmary (MRI) - is now the largest unit in the country and has performed over 6,500 transplants to date*
- *A new approach pioneered by colleagues in Pharmacy and Surgery to improve medication management before and after major surgery. The enhanced surgical medicines optimisation service (known as ESMOS) is reducing complications and boosting patient recovery.*
- *Research led by Professor Gareth Evans, Consultant in Medical Genetics and Cancer Epidemiology at MFT, leading to the development of a new test to accurately predict breast cancer risk in women who do not test positive for BRCA ½ gene mutations.*

It's been a very busy first six months – a clear focus on patient safety and delivering high quality care – our doors have always been open and our teams have been here to treat and care for patients – whilst also making big progress in areas that make a positive difference to enhancing patient experience and outcomes.

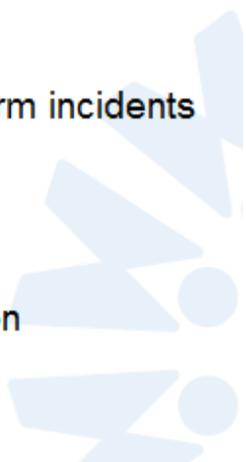
In addition, MRI's Transplant Team celebrated carrying out more than 6,000 transplants since the first procedure in 1968, while our Research & Innovation teams involved almost 13,000 patients and volunteers in research studies and clinical trials, up from 8,700 the previous year.

Quality and Safety



Achieving high standards:

- ✓ Mortality
- ✓ Sepsis
- ✓ Reduction in number of serious harm incidents
- ✓ End of Life Care
- ✓ Dementia
- ✓ Out-patient Care
- ✓ Ward and Department Accreditation
- ✓ Improvements to Staffing



The primary purpose of the merger was to improve the quality of care for the people of Manchester, Trafford and the wider communities we serve. I am delighted to report that some of those improvements are already being seen within our first six months. The merger has created the opportunity for us to work together across our hospital sites and with partner organisations in unprecedented ways and to lead the way in research and innovation in order to make improvements to quality, patient experience and patient safety in ways we have not been able to do so before. We are deeply committed to the continued development of a culture of openness and transparency across all of our services.

Last year the two legacy organisations, CMFT and UHSM, set out a number of quality and safety objectives – and we have seen improvements across every one of these:

- *Mortality: We are in line with the national expectation and overall we perform better than average with deaths being lower than expected.*
- *Sepsis: we have seen improved timeliness of recognition and treatment of sepsis and a reduced length of stay.*
- *Reduction in a number of serious harm incidents: comparing data across MFT and both legacy organisations over the last two years indicates that we have reduced the number of serious harm incidents by 21%*
- *End of Life Care: A detailed programme of work has been undertaken and improvements have been seen across all the indicators that are set.*
- *Dementia: All hospitals are meeting this set target – however each site has its strengths and weakness so we are working together to share best practice across MFT which will bring about improvements in care for people living with dementia.*
- *Out-patient Care: We continued the work of the predecessor organisation on a programme of Out-patient Transformation which seeks to improve the patient experience and clinical quality of out-patient services. We are currently rolling out a programme of electronic referrals to improve the information exchange between the Out-patient services and GPs.*
- *Ward and Department Accreditation: Accreditation is well embedded within the organisation's assurance mechanisms and is underpinned by our values, behaviours and our nursing and midwifery strategy. 151 clinical areas underwent accreditation and 90% of areas achieved Diamond, Gold or Silver status.*
- *Improvements to Staffing: Ensuring that our wards and departments are staffed safely remains a priority for the organisation. This year we have seen improvements to nurse staffing levels, the development of new roles to support care and progress on the implementation of 7 day services in our hospitals.*

I would like to highlight that during October we will be visited by CQC inspectors across all of our hospitals and services. This is a routine inspection 12 months following the merger and the creation of MFT in line with statutory guidance. I am really proud to welcome the CQC to MFT and to introduce them to our great team and services.

Presentation Slides

Speaker's Narrative

Our Services


Manchester University
NHS Foundation Trust

Within our first 100 days:

- ✓ New Lithotripsy lists for MRI patients at Wythenshawe Hospital
- ✓ New urgent gynaecology theatre list at Wythenshawe Hospital
- ✓ Offered increased choice and decreased waiting times for urology waiting list patients



I wanted to highlight a few of the immediate benefits for patients because of the merger, during our first 100 days:

- *Patients with kidney stones who have been seen at MRI, Trafford General Hospital or Altrincham Hospital are now being offered the option of treatment at Wythenshawe Hospital, and for many this will mean faster and more convenient care. The Wythenshawe site has its own specialist lithotripsy machine, which uses ultrasound to shatter kidney stones, avoiding the need for surgery.*
- *Doctors and nurses from Saint Mary's and Wythenshawe Hospitals are developing a dedicated urgent gynaecology surgery list at Wythenshawe. Patients will have the choice of the next available surgical appointment at either site for the first time, meaning quicker treatment and a reduced risk of their condition worsening.*
- *Offered increased choice and decreased waiting times for urology waiting list patients because we are working together and able to pool lists.*

All services supported by our 'What Matters to Me' programme – this programme began at predecessor organisation CMFT and this has now been rolled out across all our hospitals and services to support our patient experience.

Presentation Slides

Research and Innovation



- BRC and CRF – one year in
- Manchester Royal Eye Hospital award
- Breakthroughs in research and developments

Improving research access:

- ✓ 147 newly approved studies
- ✓ 947 studies open to recruitment or follow up



Speaker's Narrative

Research and Innovation is a fundamental component of our new organisation and we work with patients, universities, industry and others to take the best new ideas from cutting-edge science and use them to create real-life tests and treatments that benefit patients.

Some of our highlights from this year include in April 2018 marking one year since the start of our £41m, five year funding grant for the National Institute for Health Research Manchester Biomedical Research Centre (BRC) and Clinical Research Facility (CRF).

Hosted by MFT and The University of Manchester, in partnership with Christie NHS Foundation Trust and Salford Royal NHS Foundation Trust, the aim of these initiatives is to conduct translational research to transform scientific breakthroughs into lifesaving treatments and diagnostic tools for patients. The Public Programmes Team are delivering an ambitious strategy with the BRC and CRF to develop links and relationships with underserved communities in Greater Manchester; and encourage them to get involved in shaping our research with the ultimate aim of reducing health inequality. We have also strengthened our research capability across our hospital infrastructure:

- *Manchester Royal Eye Hospital research team awarded TOP-It Trophy for the team's hard work and exceptional expertise in screening and recruiting additional patients, over and above target, to this National study.*
- *Individuals and research teams across MFT scooped an impressive five awards at the Greater Manchester Clinical Research Awards, including Research Nurse of the Year and Outstanding Industry Collaboration.*
- *Professor Gareth Evans and team have published two papers (JAMA Oncology and Journal of Medical Genetics) showing the effectiveness of a new test, which identified 18 genetic mutations (single nucleotide polymorphisms - SNPs) that are indicative of breast cancer for women who did not carry BRCA1/2 mutations. This has helped produce a more personalised risk for those who do carry BRCA1/2.*
- *Researchers led by Professor David Denning found that in a minority of patients, standard treatment for asthma was associated with increased levels of the treatable mould Aspergillus in the lung. These findings could help asthmatics who endure severe and difficult to treat symptoms, by giving doctors the information they need to plan their care more effectively.*
- *Professor Adrian Woolf, working with a team at The University of Manchester, was the first in the world to create functioning human kidney tissue in a lab. This marks a significant milestone in the development of treatment for kidney disease.*
- *Research co-led by Dr Varinder Athwal has identified a gene which could hold the key to predicting which liver disease patients are at high risk of further liver damage. This creates opportunities for development of preventative drug therapies and earlier detection in individuals with unrecognised liver disease.*

We have also been able to conduct CAR T trials for all ages – this is truly ground breaking research for the treatment of cancer patients.

We have improved access, for example 147 newly approved studies and 947 studies open to recruitment or follow up.

Presentation Slides

Our people

- Developing shared values and behaviours
- Recruiting high calibre staff
- Equality, Diversity and Inclusion
- Employee Health and Wellbeing programme
- New Leadership and Culture Strategy



Speaker's Narrative

But none of this would be possible without the skills, care and commitment of our staff, whether our staff have a front line clinical role or provide vital support and administration services, every colleague contributes to the care of our patients and their families. This is all underpinned by the core attitudes and behaviours that everyone expects from their colleagues at every level of the organisation – our values that I spoke about earlier. Through engagement sessions across the Group, both before we merged and after as a new single organisation, we spoke to patients, volunteers and all staff through surveys and engagement workshops - over 5000 people have been involved in developing a shared set of values and behaviours.

Everyone who works here must think about how these values can be used in their role every day, and a lot of work is going on internally to support this. Running through all of this is our work on Equality, Diversity and Inclusion for our staff, patients and the communities we serve. Only by capitalising on the diverse talents of all of our staff will we be successful in providing the best clinical services.

Employee Health and Wellbeing – examples of a new Employee Assistance Programme accessible to all 20,000, preparation for Team MFT in the Great Manchester Run and our successful flu vaccination programme.

Listening to our 20,000 staff and sharing what we learn is important to us – especially in a key period of change and transition – and we recognised this to be as a critical focus point for us to spend time on before we merged. We've used many different channels and tools to listen to, engage with and support our staff across MFT, including:

- quarterly staff opinion pulse checks to assess and understand progress
- introduction of at least bi-monthly staff engagement sessions across our hospitals – led by the Hospital Chief Executives
- 'walk rounds' to increase the visibility of senior staff
- increasing the availability of staff health and wellbeing initiatives.

New Leadership and Culture Strategy:

- The culture at MFT- 'the way we do things around here' - shapes the behaviour of everyone in the Trust and so affects the quality of care we provide.
- To help us further develop our culture so that it enables and sustains continuously improving safe, high quality and compassionate care, we are working with NHS Improvement and The Kings Fund to co-design, develop and test tools and techniques in order to develop and implement strategies that embed collective leadership.
- The strategy sets out how the leadership and culture we are looking to create is developed, practised and maintained and it builds on what we already do well.
- We have developed a three-year implementation plan to deliver our ambitions on culture and leadership, enabling the successful development of a Single Hospital Service across Manchester, sustainable growth and benefits realisation of the new organisation.

Presentation Slides



Some personal highlights during 2017/18

- **CEO of Manchester University NHS Foundation Trust**
- **New Trust** – welcoming all staff on 1 October 2017 and thanking all stakeholders and patients for their support
- **Day 1-100** – a safe and caring environment for our patients. MRI and Wythenshawe Hospital, and all services working closely together to meet demands in most challenging winter period.
- Appointment of new **Hospital Leadership Teams**
- **MFT Excellence Awards** - celebrating the very best of our MFT staff
- **NHS70** – fantastic opportunity to reflect and look forward

Speaker's Narrative

I would like to take a moment to share with you some of my personal highlights during 2017/18:

- *CEO of Manchester University NHS Foundation Trust*
- *New Trust – welcoming all staff on 1 October 2017 and thanking all stakeholders and patients for their support*
- *Day 1-100 – a safe and caring environment for our patients. MRI and Wythenshawe Hospital, and all services working closely together to meet demands in a most challenging winter period*
- *Appointment of new Hospital Leadership Teams*
- *MFT Excellence Awards - celebrating the very best of our MFT staff. Over 400 nominations, amazing stories of colleagues going above and beyond*
- *NHS70 – fantastic opportunity to reflect and look forward*

Presentation Slides

Speaker's Narrative



Thank you for your continued support

**Heartfelt thank you to all our staff,
volunteers, supporters and fundraisers
for all your hard work, energy and
commitment throughout 2017/18**



To summarise - once again this year has not been without its challenges as is the case for many NHS organisations – but we have a ground-breaking opportunity with our new Trust.

I would like to take the opportunity to sincerely thank all our hard working staff, partners, volunteers, supporters and fundraisers for all your energy, professionalism and commitment throughout 2017/18.

MFT's Vision and Values in Action – Together Care Matters video link –

<https://vimeo.com/289424367/99d0749724n>

FINANCIAL REPORT 2017/18 – ADRIAN ROBERTS, GROUP CHIEF FINANCE OFFICER

Presentation Slides

2017/18 – Three Sets of Part Year Accounts



Speaker's Narrative

Adrian Roberts, Group Chief Finance Officer presented an overview of the Financial Report 2017/18.

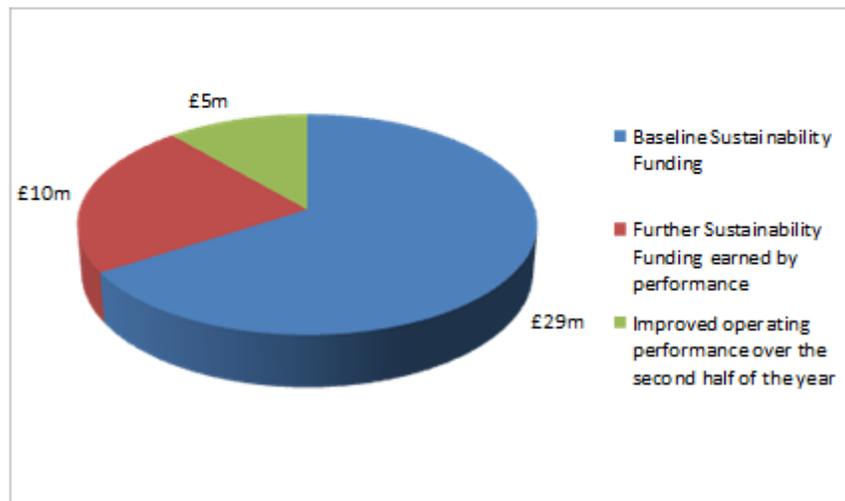
In light of recent merger between CMFT and UHSM, the accounts for 2017/18 were reported over 2 periods namely:

- *Period 1 (1st April – 30 September 2017) – separate accounts for both CMFT and UHSM*
- *Period 2 (1st October 2017 – 31st March 2018) – overall account for new organisation (MFT)*

At year end, MFT achieved a surplus of £6.9 million.

Presentation Slides

Earning Sustainability funding for investing in Manchester



Speaker's Narrative

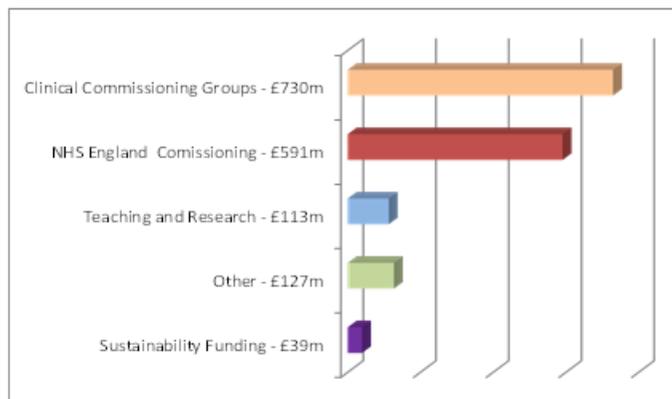
Earning Sustainability funding for investing in Manchester:

- *£29 million – baseline sustainability funding*
- *£10 million – further sustainability funding earned by performance*
- *£5 million – improved operating performance over the second half of the year*

Presentation Slides

2017/18 - Where our funding came from.....


Manchester University
NHS Foundation Trust



Speaker's Narrative

2017/18 – Where our funding came from:

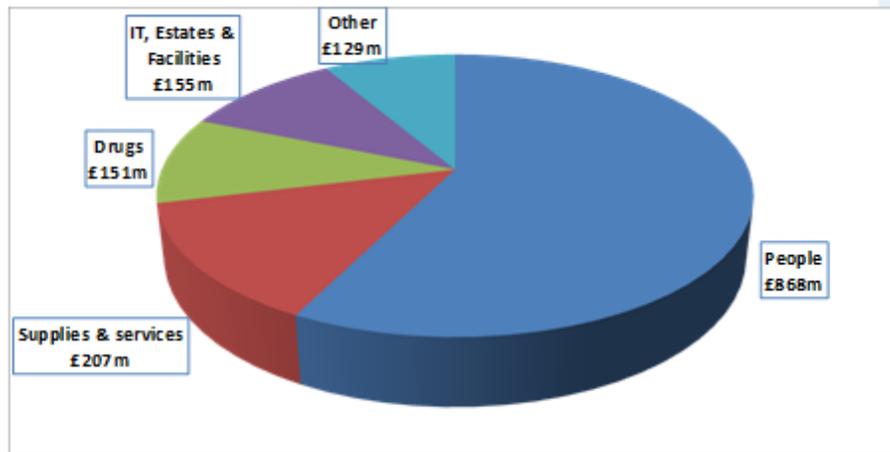
- £730 million - Clinical Commissioning Groups
- £591 million - NHS England Commissioning
- £113 million - Teaching and Research
- £127 million – Other
- £39 million – Sustainability Funding

Presentation Slides

Speaker's Narrative

How we spent our funding to treat our patients

NHS
Manchester University
NHS Foundation Trust



How we spent our funding to treat our patients:

- £868 million – People
- £207 million – Supplies & Services
- £155 million - IT, Estates & Facilities
- £151 million – Drugs
- £129 million - Other

Presentation Slides

Regulatory Performance



The Trust is required to demonstrate effective and efficient use of its resources.

This is measured against the following ratings:-

1. Capital service cover rating
2. Liquidity rating
3. I&E margin rating
4. I&E margin: distance from financial plan
5. Agency rating

These ratings have a highest rating score of 1 and the worst rating score of 4.

The ratings measure the Trust's ability to achieve its plans, along with demonstrating sufficient cash to cover the expenditure costs and that it's financially viable.

MFT - Overall Financial Risk Rating – 17/18 = 1

Speaker's Narrative

Regulatory Performance - the Trust is required to demonstrate effective and efficient use of its resources. This is measured against the following ratings:

1. *Capital service cover rating*
2. *Liquidity rating*
3. *I&E margin rating*
4. *I&E margin: distance from financial plan*
5. *Agency rating*

These ratings have a highest rating score of 1 and the worst rating score of 4.

The ratings measure the Trust's ability to achieve its plans, along with demonstrating sufficient cash to cover the expenditure costs and that it's financially viable.

- *MFT - Overall Financial Risk Rating – 17/18 = 1*

In 2018/19



- We need to keep on doing what we are doing:

- ✓ Getting patients treated on a more timely basis
- ✓ Maximising our successful recruitment of permanent, substantive medical and nursing staff
- ✓ Carry on being smart and sensible in what we are spending our money on

In 2018/19 we need to keep on doing what we are doing:

- *Getting patients treated on a more timely basis*
- *Maximising our successful recruitment of permanent, substantive medical and nursing staff*
- *Carry on being smart and sensible in what we are spending our money on*

Procurement

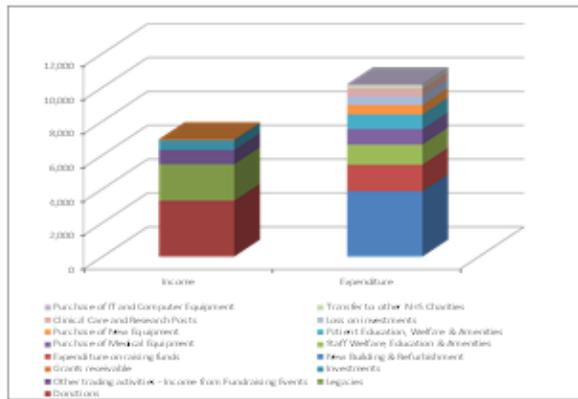


- Supported and delivered £8m of non-pay savings across MFT
- Supported Small and Medium Enterprises through advice/access to NHS Procurements staff and continued prompt payment commitment
- Worked closely with other Greater Manchester NHS and Public Sector bodies to ensure maximum value from every £ spent

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- *Supported Small and Medium Enterprises through advice/access to NHS Procurements staff and continued prompt payment commitment*
- *Worked closely with other Greater Manchester NHS and Public Sector bodies to ensure maximum value from every £ spent*

Charitable Funds



In relation to our Charitable Funds, in 2017/18, the merger between CMFT and UHSM, again resulted in the accounts being reported over 2 periods namely:

- *Period 1 (1st April – 30 September 2017) – separate accounts for both CMFT and UHSM:*
 - *CMFT Charity Balance (30.9.18) = £11.7 million*
 - *UHSM Charity Balance (30.9.18) = £7 million*
- *Period 2 (1st October 2017 – 31st March 2018) – overall accounts for new organisation (MFT):*
 - *1st October 2017 - renamed to MFT Charity (UHSM Charity closed and linked to the MFT Charity)*
 - *MFT Charity Balance (31.3.18) = £17.6 million*

MEMBERSHIP REPORT – GERALDINE THOMPSON, INTERIM LEAD & STAFF GOVERNOR

Presentation Slides

Membership Update



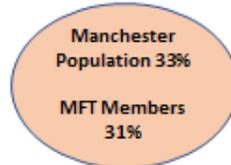
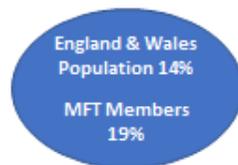
Our Membership Aim is:

To have a representative membership which truly reflects the communities that we serve with Governors actively representing the interests of both members and the public.

Our Membership Community has around 44,000 members:

- circa. 22,000 public members
- circa. 22,000 staff members

MFT's Ethnic minority profiles (2011 Census):



Speaker's Narrative

Geraldine Thompson, Interim Lead & Staff Governor presented an overview of the Membership Report.

I'm really pleased to see so many members here. I'd like to begin by updating you on our current membership following the merger. As you can see, our membership aim is:

- *To have a representative membership which truly reflects the communities that we serve with Governors actively representing the interests of both members and the public.*

To help us to achieve the former part of our aim, we hold annual public member recruitment campaigns. In early 2018, a review of the Trust's membership profile was undertaken from which a targeted public member recruitment campaign was held during February and successfully completed in March 2018. As part of this campaign, around 1,400 new public members were recruited to each targeted profile group based on our profile short-falls namely: young people between the ages of (11 – 16 and 17 – 21 years), adults (22 - 59 years), males, and specific ethnic groups. We now have over 44,000 staff and public members.

Going forward, our newly formed Governor Membership & Engagement Sub-Group will play a key role in helping us to ensure that our membership profile is reflective of the diverse communities that we serve, and will be developing, further member recruitment and engagement initiatives as part of our overall membership strategy.

Under the Trust's new Constitution, we have also established two Nominated Governor positions to further represent our BME members and community groups, and we are delighted to have Governors colleagues from the Manchester BME Network and also from the Caribbean & African Health Network (Greater Manchester) on our Council of Governors.

Governors at MFT are also actively exploring ways to engage with Governors across the North West (via the North West Governors' Forum) to share ideas.

Going forward, Governors are keen to know what is important to our members, and how you want to be involved with our Trust. Do please come to the Membership stand later this afternoon and share your views and feedback with us.

Presentation Slides

How Governors Represent You



Our Governor Aims:

"To proactively represent the interests of members as a whole and the interests of the public via active engagement and effectively hold the Non-Executive Directors to account (individually and collectively) for the performance of the Board of Directors."

How do Governors represent you?

- Attending key meetings to seek assurance around MFT's performance
- Being part of groups focused on **improving** patient experience, **connecting** with members, and **supporting** staff
- Approving the appointment of Non-Executive Directors, setting their remuneration and terms of office
- Contributing to/receiving updates on major ongoing health programmes
- Contributing to MFT's Forward Plans and Quality Priorities.



Speaker's Narrative

Our main aim, as Governors, has been developed in line with our statutory duties, as you can see on the slide. In addition we have 3 key objectives:

1. To engage with members of the Trust and the public, exploring the best/preferred ways of involvement.
2. To act as a link between the Board of Directors, Trust members and the public by representing and sharing their interests and providing Board performance assurance.
3. To develop our skills and knowledge as Governors in order to effectively fulfil our role.

The Council of Governors is primarily responsible for assuring the performance of the Board, and we do this by attending regular Governor Performance Assurance Meetings. This enables us to review the Trust's performance across patient safety, quality and experience, operational excellence, workforce and leadership, finance and strategy. We also seek assurance about MFT's performance at Council of Governors' and Board of Directors' meetings.

Governors have been working hard to establish a new meeting structure to help us to effectively represent members and to fulfil our role and responsibilities. As a result of this, in addition to the aforementioned Governor Performance Assurance Meetings, we now also have three new Governor Sub-Groups which focus on:

- **Membership and Engagement**, as I mentioned earlier to help us to monitor the membership profile and support the development of membership engagement initiatives and membership strategy.
- **Patient Experience** – this helps us cast a critical eye over the experience that patients have, in areas such as accessibility, cleanliness, the environment and overall 'customer care'.
- **Staff Experience** – this group checks the wellbeing of staff through information such as staff survey findings, the recruitment and retention of staff, training and development programmes, sickness absence, health & well-being, appraisals and finally leadership development

Governors have also approved the substantive appointments of MFT's Group Chairman and Group Non-Executive Directors (NED's), approved the Group NEDs' appointment of the Group Chief Executive and the Board of Directors appointment of the Group Senior Independent Director. As Governors we actively contribute to the performance review process of the Group Chairman and Group NEDs and set their remuneration levels and terms of office in addition to electing a Lead Governor.

Governors are regularly updated on key developments which include the Single Hospital Service and Manchester Local Care Organisation – please visit their stands afterwards to find out more.

Governors are also actively involved in the forward planning process, and also choose a quality priority for the Trust which is used to measure the quality of the care that MFT provides. Going forward, my Governor colleagues and I will work in your best interests, to represent your views when future plans are being developed.

Presentation Slides

Our Membership Engagement



- Interactive Annual Members' Meetings and Special Members' Meetings
- Annual Open Day for Young People
- Member engagement visits across our hospitals by Governors
- Council of Governors' and Board of Directors' Meetings
- Members' newsletter
- Member involvement in developing our Annual Forward Plan



Speaker's Narrative

As part of your MFT membership, there are numerous opportunities for you to get involved and engage with me and my fellow Governor colleagues, to share your views and suggestions. For example, by attending events such as this meeting and/or our Special Members' Meeting. Or by attending our very popular Young People's Event which, as well as providing an opportunity for young people to take part in interactive games and quizzes, also helps to promote various clinical and non-clinical NHS careers and at which health advice is provided to young people.

Over the summer period, Governors had the privilege to participate in a programme of visits to see first-hand some of the key services provided across our nine hospitals. As well as providing an opportunity to see the fantastic work/services that MFT's staff provide, the visits have also helped Governors to proactively engage with staff, patients and visitors. This has helped us to understand some of the priorities that are important to the people who use MFT's services and who work here, with key improvement suggestions being taken forward, where appropriate.

Members are very welcome to attend MFT's Council of Governors' and Board of Directors' meetings. You can find all the details on our website (<https://mft.nhs.uk/the-trust/>) or by contacting the Membership Office (<https://mft.nhs.uk/the-trust/governors-and-members/>)

Our newsletter provides an overview of the key activities that Governors have been involved in as well as providing information about the latest key developments here at MFT. It also outlines involvement opportunities for members with one of the biggest ways that you can get involved, is to put yourself forward to stand for election as a Governor and join me and my colleagues on our Council of Governors.

In this latest issue of our membership newsletter, we have included a survey asking for your views about the 'future health priorities' that are important to you. If you've not had chance yet to complete the survey, do please visit the Membership stand later this afternoon where copies of the survey are available for you to complete and you can also talk to us about our role as Governors.

Governor Election Results



New Public Governors:

- Paula King - Rest of Greater Manchester
- Sheila Otty - Rest of England and Wales
- William O'Neill - Rest of England and Wales

New Nominated Governors:

- Rev. Charles Kwaku-Odoi - CAHN (Caribbean & African Health Network – Greater Manchester)
- Dr Denis Colligan - Manchester Health and Care Commissioning

And now I'd like to announce the results of our recent Governor elections.

MFT's Council of Governors comprises of 32 Governors of which 24 are elected and 8 are nominated Governors all of whom are hard-working and enthusiastic in representing you.

I'd like to thank those Public and Nominated Governors who have retired this year for their very valuable contribution – they are: Dr Faizan Ahmed, Dave Edwards, Dr Anthony Nixon and Andrew Whyte.

I'm delighted to be able to announce the results of the recent Governor elections held in two public constituencies (where seats were open for election), and would like to welcome the following new colleagues:

- Paula King - Rest of Greater Manchester
- Sheila Otty - Rest of England and Wales
- William O'Neill - Rest of England and Wales

Our new Nominated Governors are:

- Rev. Charles Kwaku-Odoi - CAHN (Caribbean & African Health Network – Greater Manchester)
- Dr Denis Colligan - Manchester Health and Care Commissioning

I'm sure they will all do an excellent job in representing you.

Please do come and talk to me and my fellow Governor colleagues at the Membership stand later or contact the Foundation Trust Membership Office if you would like more information about membership, Governors and/or involvement opportunities.

LOOKING AHEAD IN 2018/19 – KATHY COWELL OBE, DL, GROUP CHAIRMAN

Presentation Slides



Speaker's Narrative

Kathy Cowell, Group Chairman thanked Governors for their hard work and commitment during their time in office to date.

On behalf of the Board of Directors and all our members, I want to thank our Governors for their contribution. They have worked very hard to represent the interests and views of members and to seek assurances from the Board.

We are very grateful to them all for their enthusiasm and commitment – and we look forward to working with them as we take forward our new organisation for the communities we serve.

LOOKING AHEAD IN 2018/19 – SIR MICHAEL DEEGAN CBE, GROUP CHIEF EXECUTIVE

Presentation Slides

Our Strategic Aims

NHS
Manchester University
NHS Foundation Trust

- Keeping the organisation working
- Providing personalised care
- Being the best we can be
- Developing single services
- Pioneering research and innovation
- Looking after and developing our staff

Speaker's Narrative

Sir Michael Deegan, Group Chief Executive highlighted MFT's Strategic Aims and outlined key information in relation to looking ahead in 2018/19.

At MFT we have set out a number of clear strategic aims – they are:

- To complete the creation of a Single Hospital Service for Manchester (MFT), with minimal disruption whilst ensuring that the planned benefits are realised in a timely manner*
- To improve patient safety, clinical quality and outcomes*
- To improve the experience of patients, carers and their families*
- To develop single services that build on the best from across all our hospitals*
- To develop our research portfolio and deliver cutting edge care to patients*
- To develop our workforce enabling each member of staff to reach their full potential*
- To achieve financial stability.*

Presentation Slides

Looking Ahead

- The National Picture
- In Greater Manchester
- Locally in MFT



Speaker's Narrative

National context brings:

- *New Secretary of State for Health and Social Care – Matt Hancock*
- *5 year funding plan for NHS*
- *Right to stay for EU staff*
- *Alignment of NHS Improvement and NHS England*
- *NHS 70 celebrations – pride across the country.*

Across Greater Manchester:

- *The future of Pennine Acute Hospitals NHS Trust – transaction board established and led by GMHSCP. The planned transfer of NMGH to become part of MFT has been a long held position as part of the implementation of the Healthier Manchester Locality Plan and to form a Single Hospital Service for the City of Manchester.*
- *Workforce initiatives including GM wide recruitment for nurses and doctors. 'Be a Greater Manchester Nurse' was launched in June this year.*

Locally in MFT:

- *Keeping a focus on the basics - business and service continuity to ensure patients remain safe and staff are well supported.*
- *Making sure our patients are treated at the right time and in the right place.*
- *Hospital and Managed Clinical Services Leadership Teams in place and we've now launched our Clinical Standards Groups*
- *'Freedom to Speak Up' relaunched in October – strengthened Board responsibilities and recruited 'Freedom to Speak Up Champion's*
- *Continued development of our Overarching Group Service Strategy and Clinical Service Strategies - supported by clinically led engagement workshops*

CQC Visit



- Welcome CQC in October
- Opportunity to show our new organisation
- Visiting all hospitals and services



I would like to finish by reminding you that the Care Quality Commission (CQC) will be visiting all our hospitals and community services during October 2018.

A number of CQC listening events are taking place over the coming weeks in local venues so please take a look at our website for more details as we would be delighted if you to go along and share your experiences.

There are so many examples of good and innovative practice that I see every day when I walk around our hospitals and services; from our cutting edge research and innovation to the fundamental approach we have to care, to treat every person as an individual supported by our "What matters to me" framework.

I'm really proud to open our doors to our CQC inspectors – so they can see what I am very lucky enough to see every day.

And as a Trust we continue to learn, progress and achieve excellence because of our dedicated staff to whom we are indebted.

As a new organisation, we continue to transform and develop our range of local hospital and specialist services whilst managing to focus on delivering the basics to the highest standards.

Thank you everyone.

YOUR QUESTIONS TO THE BOARD OF DIRECTORS – KATHY COWELL OBE, DL, GROUP CHAIRMAN

Presentation Slides

Board of Directors



Kathy Cowell OBE DL
Chairman



Barry Clare
Deputy Chairman



Sir Michael Deegan CBE
Chief Executive



Gill Heaton OBE
Deputy Chief Executive



Professor Cheryl Lenney
Chief Nurse



Adrian Roberts
Chief Finance Officer



Julia Bridgewater
Chief Operating Officer



Dr Jane Edleston
Joint Medical Director



Miss Teli Onon
Joint Medical Director



Margot Johnson
Director of Workforce & OD



Damon Senio
Director of Strategy



John Amaechi OBE
Non-Executive Director



Professor Dame Sue Bailey OBE OBE
Non-Executive Director



Professor Luke Georgiou
Non-Executive Director



Dr Ivan Bennett
Non-Executive Director



Nic Gower
Non-Executive Director



Christine McLoughlin
Non-Executive Director/Senior Independent Director



Trevor Neas
Non-Executive Director

NHS
Manchester University
NHS Foundation Trust

Speaker's Narrative

Kathy Cowell, Group Chairman closed the formal presentation part of the meeting and the invitation was given to members and the public to forward questions to the Board of Directors.

General Questions/Closing Remarks

The following questions/issues were raised by attending members (public and staff) and members of the general public:

- **Clarification was sought as to whether plans were in place to repair the damage caused by a vehicle colliding into the front of Altrincham General Hospital.**

In response, assurance was provided that once the legal/insurance processes had concluded (anticipated to conclude shortly), work would be undertaken to repair the damage caused by the vehicle.

- **Congratulations were forwarded for achieving a great financial year and the successful integration of hospitals to form the new organisation (MFT), with clarification being sought as to how the Trust was ensuring standards were being embedded in relation to the North West Ambulance Service and Community Services.**

In response, a Manchester Locality Plan has been developed by Manchester Health & Care Commissioning and Manchester City Council which outlines performance metrics to ensure standards are embedded and achieved across the various health care providers in the conurbation.

- **A request was made that effective and clear communication between front-line staff and patients was viewed as an important factor as part of the patient experience.**

In response, assurance was provided that staff are assessed across a broad set of competencies with clinical staff being extensively assessed against set standards which include effective communication, with on-going training and development also being provided. Attention was drawn that the diversity of the Trust's workforce is an important factor in enhancing both patient care and experience with the Trust being proud to have a diverse and talented workforce in keeping with the diverse communities that the Trust serves.

- **Clarification was sought as to whether the membership figures presented were based on current figures.**

In response, confirmation was provided that the membership figures presented were based on the Trust's current figures in comparison to the most recent Manchester and England & Wales Population Census (2011).

- **Clarification was sought as to the process to put a question to the Board as part of the Board of Directors' Meeting (held in public).**

In response, the Trust has agreed Standing Orders in place for the practice and procedure of the Board of Directors' Meetings (Annex 7 of the Trust's Constitution) with the invitation being given to provide more specific details following conclusion of the Annual Members' Meeting.

- **Congratulations were forwarded for providing the excellent overview of the Trust's Annual Report/Accounts and Plans Going Forward, with clarification being sought as to when the Trust anticipates the CQC Review findings to be announced.**

In response, attention was drawn that the impending CQC review is a thorough and robust process involving assessing the many services provided by the Trust, therefore it is anticipated that the CQC review findings will be announced sometime in the New Year (February/March 2019).

- **Clarification was sought as to whether plans are in place to transfer the Manchester Heart Centre, which is currently located in the Manchester Royal Infirmary, to Wythenshawe Hospital.**

In response, assurance was provided that the Manchester Heart Centre would continue going forward with work progressing with Clinicians to look to create one team and determine the optimum way of working to deliver the best service for patients.

- **Clarification was sought regarding the “new Cancer machine” in London and the potential impact on the Trust of The Christie NHS Foundation Trust also receiving this new machine.**

In response, the Trust works very closely with The Christie NHS Foundation Trust with assurance being provided that the new facilities to provide ‘Proton-Beam Therapy’ in the Manchester area (via The Christie NHS Foundation Trust), is good news and will be hugely beneficial for patient treatments across the conurbation and the North of England.

- **Issues were cited in relation to the timely receipt of patient test results/report letters.**

In response, assurance was provided that the Trust is progressing improvement plans in relation to patient test results/report letters with the invitation being given to provide more specific details following conclusion of the Annual Members’ Meeting.

- **Clarification was sought in relation to the progress made to acquire North Manchester General Hospital.**

In response, a programme of work is underway with the acquisition being anticipated to occur towards end of 2019/20, early 2020/21.

- **Patient experience cited with clarification being sought in relation to the availability of specialist treatments for elderly patients.**

In response, assurance was provided that the Trust strives to ensure that the appropriate treatments and care are provided to all its patients (regardless of age).

- **Patient experience cited with assurance being sought in relation to the policies in place to protect staff from abusive patients.**

In response, assurance was provided that the Trust has policies and programmes of work in place to support staff to deploy the appropriate tools and techniques to appropriately manage abusive patients.

- **Clarification was sought as to whether plans were in place to merge/acquire any other hospitals going forward.**

In response, the Trust is focused on the planned acquisition of North Manchester General Hospital with the Greater Manchester Federation Board reviewing and sharing best practice across the hospital sector.

- **Clarification was sought as to whether there was an opportunity for the Trust's staff to showcase to the CQC inspectors, the areas of their work were "things are going brilliantly" alongside the core/required inspection areas.**

In response, whilst CQC inspectors do have a detailed and robust inspection programme in place to assess the many services provided by the Trust, staff are encouraged to also take the opportunity to highlight key work areas/initiatives where they feel proud of their work alongside corresponding improvements/achievements made, with attention being drawn to the overall Trust theme of 'Continuing to Shine'.

Thanks and appreciation were forwarded to staff, volunteers and Governors for their hard work and commitment to the Trust and to members of the Membership and Communication Teams for organising the successful 2018 Annual Members' Meeting with special thanks being forwarded to the Sodexo Team for kindly sponsoring the meeting's catering and refreshments.

Special thanks and appreciation were also forwarded to members (public and staff) and the general public for taking the time to attend and receive an overview of the Trust's Annual Report and Accounts (2017/18) and our forward plans (2018/19) and for raising a variety of questions.

The invitation was given to members (public and staff) and the general public to view the information stands provided, based upon the meeting theme of '70 Years On – Continuing to Shine' (located throughout the Post-Graduate Centre) with encouragement being given to participate in the interactive demonstrations provided by Trust colleagues and partner organisations and to talk to members of the Board of Directors and Council of Governors.