

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**Wednesday, 15<sup>th</sup> May 2019 at 1.30pm – 3.35pm**  
**(refreshments available from 1.15 pm)**  
**Ground Floor Meeting Room, Nowgen Centre,**  
**Manchester Royal Infirmary**

### NOTES OF MEETING

<b>PRESENT:</b>	
Kathy Cowell	Presiding Chair – Group Chairman
<b>Governors – Public Constituency: -</b>	
Dr Syed Ali	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
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
Rachel Koutsavakis	Non-Clinical & Support
Colin Owen	Non-Clinical & Support
Geraldine Thompson	Other Clinical
<b>Governors – Nominated Partner Organisations: -</b>	
Cllr Chris Boyes	Trafford Borough Council
Dr Denis Colligan	Manchester Health & Care Commissioning
Rev Charles Kwaku-Odoi	Caribbean & African Health Network
Circle Steele	Manchester BME Network

<b>IN ATTENDANCE:</b>		
Professor Dame Susan Bailey	Group Non-Executive Director	
Dr Ivan Benett	Group Non-Executive Director	
Peter Blythin	Group Executive Director of Workforce and Corporate Business	
Julia Bridgewater	Group Chief Operating Officer	
David Cain	Deputy Chairman of the Fundraising Board	
Sarah Corcoran	Director of Clinical Governance	
Alison Dailly	Group Chief Informatics Officer	
Caroline Davidson	Director of Strategy	
Sir Michael Deegan	Group Chief Executive	
Professor Jane Eddleston	Joint Group Medical Director	
David Furnival	Group Director of Estates and Facilities	
Nic Gower	Group Non-Executive Director	
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary	
Professor Cheryl Lenney	Group Chief Nurse	
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director	
Miss Toli Onon	Joint Group Medical Director	
Tom Rafferty	Director of Strategy	
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>		
Ivy Ashworth-Crees	Public - Rest of Greater Manchester	
John Churchill	Public – Manchester	
John Cooper	Staff - Nursing & Midwifery	
Alix Joddrell-Banks	Staff - Other Clinical	
Paula King	Public - Rest of Greater Manchester	
Dr Jenny Myers	Nominated - Manchester University	
Dr Matthias Schmitt	Staff - Medical & Dental	
Graham Watkins	Nominated - Volunteer Services	
<b>Directors:</b>		
John Amaechi	Group Non-Executive Director	
Darren Banks	Group Executive Director of Strategy	
Barry Clare	Group Deputy Chairman/Non-Executive Director	
Luke Georghiou	Group Non-Executive Director	
Gill Heaton	Group Deputy Chief Executive	
Trevor Rees	Group Non-Executive Director	
<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**

Ivy Ashworth-Crees - Public Governor (Rest of Greater Manchester)  
 John Churchill - Public Governor (Manchester)  
 John Cooper - Staff Governor (Nursing & Midwifery)  
 Alix Jodrell-Banks - Staff Governor (Other Clinical)  
 Paula King - Public Governor (Rest of Greater Manchester)  
 Dr Jenny Myers - Nominated Governor (Manchester University)  
 Dr Matthias Schmitt - Staff Governor (Medical & Dental)  
 Graham Watkins - Nominated Governor (Volunteer Services)

**Directors**

John Amaechi - Group Non-Executive Director  
 Darren Banks - Group Executive Director of Strategy  
 Barry Clare - Group Deputy Chairman/Non-Executive Director  
 Luke Georghiou – Group Non-Executive Director  
 Gill Heaton - Group Deputy Chief Executive  
 Trevor Rees - Group Non-Executive Director

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 4.1: To Approve the Minutes of the Council of Governors' Meeting held in public on 12<sup>th</sup> February 2019**

The minutes of the Council of Governors' Meeting held in public on 12<sup>th</sup> February 2019 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (12<sup>th</sup> February 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:

- Near 700 'Team MFT' colleagues have signed up to join the 'NHS Blue Wave' at the forthcoming Great Manchester Run (19th May 2019). The 'Team MFT' programme has been established to primarily champion staff health and wellbeing, with some colleagues also using this opportunity to fundraise for MFT's charity.
- Since the last formal Council of Governors' Meeting (12<sup>th</sup> February 2019), the Care Quality Commission (CQC) has recently published its ratings for MFT (19<sup>th</sup> March 2019), with the overall rating received being 'Good'. As part of this robust assessment, the Eye and Dental Hospitals as well as Adult Critical Care and Children and Adolescent Mental Health Services (CAMHS) received an overall rating of 'Outstanding'. Of note, the Manchester Local Care Organisation (MLCO) also received a rating of 'Good' (more detailed information provided under agenda item 7.2).
- The annual Nursing, Midwifery and Allied Health Professional (NMAHP) Research Conference took place on 3rd May 2019 at Wythenshawe Hospital. The event, this year, focussed on 'Embedding Research to Improve Care' which brought together the many strands of research being conducted across the Trust to improve outcomes for patients. Thanks and appreciation were forwarded to the event organisers with the event being cited as being truly inspirational for both the Trust and participants.
- The Sexual Assault Referral Centre (SARC) Team has led their 17th annual Sexual Assault Referral Centre two day Conference (Midland Hotel), putting the spotlight on accessibility for victims of rape and sexual assault. Positive feedback has been received in relation to the valuable insight and discussion provided at the event (over 200 delegates working in the field of rape and sexual violence). Guest speaker at the event included John Amaechi (Group Non-Executive Director).
- Congratulations were forwarded to the Manchester Lung Health Check Programme Team who have been named 'Cancer Care Team of the Year' at the BMJ Awards. Of note, the programme was formally launched last month and aims to reduce poor early diagnosis and increase survival rates for lung cancer by providing quick, easily accessible screenings for those deemed at higher risk of lung conditions.
- The Lord Mayor of Manchester, Councillor June Hitchen recently attended the Children's Theatres Ward at RMCH (17th April 2019) and joined staff in celebrating their recent CQC 'Outstanding' rating for theatres, surgery and anaesthetics. As part of the visit, the Lord Mayor toured 10 theatres and thanked staff for all their hard work.
- Attention was drawn to the new leadership roles that have recently been commenced by Peter Blythin as the new Group Executive Director of Workforce & Corporate Business and also by Vanessa Gardener as the Chief Executive of the Manchester Royal Infirmary.

**Decision:**  
Verbal Report 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:

- Governors encouraged to attend the dedicated 'Strategy Sessions' with attention being drawn to the forthcoming session which has been arranged after the formal Council of Governors' Meeting (15<sup>th</sup> May 2019) has concluded with additional updates being planned over the coming year.
- Arrangements have also been made for Governors to receive an update around the North Manchester General Hospital Acquisition (after this formal Council of Governors' Meeting has concluded) with further updates again being planned over the course of the coming year.
- All Hospital/Managed Clinical Services have provided dates for Governors to visit some of their key areas/services as part of the new '2019 Governor Tour Programme' (more information provided under agenda item 8.3) with Governors being encouraged to attend as many tours as possible. Attention was drawn that due to the very specialised nature and care provided by Staff, that attending Governors must at all times be respectful of patients' privacy and dignity and adhere to infection control procedures and visitor rules.
- MFT's Annual New Public Member Recruitment Campaign was successfully completed in March 2019 with over 2,100 new public members being recruited. More information will be provided to Governors at the forthcoming Performance Assurance Meeting (21st May 2019) by the Governor Chair of the Membership & Engagement Sub-Group.
- The Group Chairman/Non-Executive Directors' Appraisal process is progressing well with the invitation being given to Governors who wish to participate in the Group Chairman's Performance Review/360 degree telephone interview process to let Donna Beddows (Foundation Trust Membership Manager) know prior to the deadline date (5.00pm on 17th May 2019).
- Governor expressions of interest would shortly be invited to join the Council of Governors' Nominations Committee (Appraisal Panel - planned to be held on 19th July 2019).
- Governors were reminded about the forthcoming Governor Development Session (to be held on 17th June 2019) facilitated by MFT's Organisational Development & Training Officers. Of note, this session will also incorporate a further update around NMGH.

**Decision:**  
Verbal Report Noted

**Action by:**  
N/A

**Date:**  
N/A

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

### 7.1) Assurance and Risk Report

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

Governors were reminded of MFT'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.

Attention was drawn that 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.

In order to support Governors in holding the Board of Directors to account for the performance of the Trust, detailed information is presented to Governors at the 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 21<sup>st</sup> May 2019 with Governors being encouraged to attend this key meeting in order to obtain appropriate performance assurance information.

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 Meeting.

#### 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
- Neonatal Transport Service
- 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 a new risk has recently been graded as high level risks (scoring 15 or above) in relation to:

- 'EU Exit' No Deal.

Of note, two risks that were previously graded as be high level, have recently been downgraded:

- Regulatory (CQC) Compliance Evidence
- Orthopaedic Service Review.

In order to appraise Governors of MFT's 'Never Events', the suggestion was made that more detailed information would be brought back to Governors at the next Council of Governors' Meeting in July 2019.

Clarification was sought as to the current status of a recent high risk (presented at the previous Council of Governors' Meeting – 12<sup>th</sup> February 2019) in relation to 'Clinical Quality of Health Records'. In response, it was noted that the Group Risk Management Committee recently disaggregated this risk to individual Hospital/MCS leadership teams with local ownership for risk oversight and quality of their health records

Clarification was sought in relation to the Trust's risk management process and specifically more detailed information around the risk 'likelihood' and 'consequence' scoring. In response, a 'Risk Management Process' overview would be provided to Governors at a future Governors' Performance Assurance Meeting.

Clarification was sought as to whether risks re; 'communications of diagnostic test & screening results' were specifically in relation to 'Hospital to GP' communications, or, 'Hospital to Patient' communications. In response, challenges were cited in relation to internal communication channels with systems now being introduced to monitor 'test and result' reporting. The suggestion was made that more detailed information would be provided to Governors at a future Governor Meeting.

## **7.2) 'Continuing to Shine' – The Outcome of the Care Quality Commission (CQC) Comprehensive Inspection**

Professor Cheryl Lenney, Group Chief Nurse, presented an overview of the 'Continuing to Shine – The Outcome of the Care Quality Commission (CQC) Comprehensive Inspection' with key information being highlighted in relation to 'MFT Shines', 'Summary Ratings', 'Headline Detail and 'Next Steps'.

Governors were reminded that on the 19<sup>th</sup> March 2019, the CQC had published their final report which confirmed that MFT had received an overall rating of 'Good'. It was noted that the Summary Findings of the final CQC report narrative included very positive commentary about MFT services and also detailed areas where improvement was required. It was particularly noted that the main areas identified as 'requiring improvement' were identified as risks as part of MFT's pre-inspection submission to the CQC and the majority of those areas were also detailed on the Trust's Risk Register.

Attention was particularly drawn to the following outcomes:

- For MFT overall, the ratings for the key lines of enquiry (the way in which they measure services) were extremely positive. The Trust was assessed in 5 areas; Caring was rated as 'Outstanding' and Safe, Effective, Responsive and Well-led were rated as 'Good'

- Two MFT hospitals were rated as 'Outstanding': Manchester Royal Eye Hospital and the University Dental Hospital of Manchester.
- Two MFT-wide services, Adult Critical Care and Child and Adolescent Mental Health Services, were rated as 'Outstanding'
- There were 24 individual indicators rated as 'outstanding' for individual key lines of enquiry across the Group.
- The Manchester Local Care Organisation (MLCO) had been rated as 'Good' which was viewed as a significant achievement as the MLCO had only been established for six months at the time of inspection

Attention was also drawn to the Manchester Royal Infirmary which was rated as 'Requires Improvement'. However, it was also noted that within the MRI, Critical Care was rated as 'Outstanding', End of Life Care and Medicine were rated as 'Good', and, Caring was also rated as 'Good', reflecting the way in which staff demonstrated kindness and compassion when caring for patients.

Governors noted the 'Next Steps' which included a detailed internal and external communications plan along with an action plan in response to the report (overseen by a time limited MFT CQC Inspection Response Group). Thanks and appreciation was forwarded to staff for all their hard work and to Governors for their involvement in the CQC inspection process.

Clarification was sought as to the potential impact on staff morale working in the MRI following the CQC's announcement that the hospital was rated as 'Requires Improvement'. In response, it was noted that the MRI's new Chief Executive and Senior Leadership Team are developing a range of improvement and support plans for staff alongside identifying key areas of learning that can be shared with colleagues elsewhere throughout the Group.

A request was made for Governors to receive more assurance in relation to the MRI CQC Improvement Plans. In response, it was agreed that a bespoke session on the MRI's response to the CQC Inspection would be arranged for Governors.

Clarification was sought in relation to ongoing challenges with 'staffing levels' in several 'Emergency Departments within the Trust (MRI, Wythenshawe and Trafford Hospitals). Attention was drawn, for example, to the CQC's reference to the Nurse-led/Practitioner staffing levels at Trafford Hospital. In response, acknowledgement was given that whilst the Nurse-Led service is not fully established (taking a number of years to train staff to the required levels), this had not had a negative impact on patient care with clear improvements plans being progressed to take forward the CQC's recommendations.

### **7.3) Progress with the MFT Estates Strategy**

David Furnival, Group Director of Estates & Facilities presented an overview of the 'Progress with the MFT Estates Strategy' with key information being highlighted in relation to 'Estates Strategy', 'Capital Context', 'Oxford Road Campus (ORC) – Key Themes', 'ORC – Adult A&E & Theatres', 'ORC – Helipad & Healthier Together', 'ORC – iMRI & Paediatric ED', 'The Wythenshawe Site', 'Wythenshawe Master Plan – Existing Estate, Phase 1, Phase 2, Phase 3', 'Trafford, Withington & Altrincham', 'the future of facilities' and 'Principles 1&2'.



Attention was drawn that Estate Strategy/Plans were being developed with a vision reaching out over the next 20+ years (until 2034); and taking into account changing clinical practice and transformation whilst working within a financially challenging climate with building projects being identified and agreed for both the Oxford Road Campus and Wythenshawe site.

Thanks and appreciation were forwarded to David Furnival for providing an “excellent presentation” with clarification being sought as to how long it was anticipated that the ‘Wythenshawe Masterplan – Phase 3’ would take to complete. In response, it was anticipated that this plan would take between 12 – 15 years to complete, however is contingent upon commercial investment being secured in order to complete all phases.

#### **7.4) Update on the EU Exit Contingency Plans**

Julia Bridgewater, Group Chief Operating Officer presented an update in relation to the ‘EU Exit’.

Attention was drawn that MFT was formally notified on 11<sup>th</sup> April 2019 that ‘Article 50’ had been extended therefore national reporting was stepped down with ‘EU Exit’ preparations being put on hold. The Trust has however formally recorded EU Exit on its Risk Register with the ability to “ramp up” arrangements as and when required.

<p><b>Decision:</b>  <b>More detailed information in relation to MFT’s ‘Never Events’ would be provided to Governors at the next Council of Governors’ Meeting</b></p>	<p><b>Action by:</b>  <b>Toli Onon</b></p>	<p><b>Date:</b>  <b>31<sup>st</sup> July 2019</b></p>
<p><b>‘Risk Management Process’ overview would be provided to Governors at a future Governors’ Performance Assurance Meeting.</b></p>	<p><b>Sarah Corcoran</b></p>	<p><b>23<sup>rd</sup> July 2019</b></p>
<p><b>Dedicated MRI CQC Improvement Plan Session to be provided to Governors</b></p>	<p><b>Cheryl Lenney &amp; Vanessa Gardener (MRI)</b></p>	<p><b>1<sup>st</sup> July 2019</b></p>
<p><b>More detailed information provided to Governors re; communications of diagnostic test &amp; screening results at a future Governor Meeting</b></p>	<p><b>Ian Lurcock &amp; Veronica Devlin</b></p>	<p><b>Autumn 2019</b></p>

## **Agenda Item 8: Governors**

### **8.1) Governors' Declaration of Interest Register - 2019**

Alwyn Hughes, Director of Corporate Service/Trust Secretary invited Governors to review the Governors' Declaration of Interest Register (2019) which captures declarations received from Governors during 2018/19. Thanks and appreciation was forwarded to Governors for completing their declarations in a timely manner, with attention being drawn that the register will be published on MFT's website shortly.

The request was made to Governors that if any changes occur, throughout the year, to forward associated, updated declaration information to Donna Beddows (Foundation Trust Membership Manager).

### **8.2) Governor Elections/Nominations – 2019**

Alwyn Hughes - Director of Corporate Services/Trust Secretary invited Governors to review the '*Governor Elections/Nominations (2019)*' paper and highlighted that the election process is due to commence on 19<sup>th</sup> July 2019 (notification to be sent to all qualifying members).

Of note, Governor elections are being held in four Public Constituencies i.e. Manchester, Trafford, Rest of Greater Manchester and Rest of England & Wales for a total of seven Public Governors seats. In addition, Governor elections will also be held in three Staff Classes i.e. Nursing & Midwifery, Other Clinical and Non-Clinical & Support for a total of three Staff Governor seats

The results of the elections alongside new nominations received will be formally announced at the forthcoming Annual Members' Meeting (24th September 2019).

### **8.3) Governor Hospital/Managed Clinical Services – Programme of Visits (2019)**

Alwyn Hughes - Director of Corporate Services/Trust Secretary invited Governors to review the '*Governor Hospital/Managed Clinical Services (MCS) Tours – 2019 Programme*' stating that following the success of the 2018 Tours, the Group Chairman agreed to develop a rolling programme of Hospital/MCS Tours for Governors throughout late Spring/early Autumn 2019

Of note, at the request of Governors, new tours have now been secured alongside a re-run of some of the previous 2018 tours with the first tour being held on 17<sup>th</sup> May 2019 which has been specially arranged for Governors to visit the RMCH Paediatric Emergency Department .

**Decision:**  
Reports/Updates Noted

**Action by:**  
N/A

**Date:**  
N/A

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

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

**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**