

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**Wednesday, 12<sup>th</sup> February 2020 at 1.30pm – 3.30pm**  
**(refreshments available from 1.15 pm)**  
**Ground Floor Meeting Room, Nowgen Centre,**  
**Oxford Road Campus**

### NOTES OF MEETING

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

<b>IN ATTENDANCE:</b>	
Professor Dame Susan Bailey	Group Non-Executive Director
Darren Banks	Group Executive Director of Strategy
Gill Bell	Director of Digital Delivery
Dr Ivan Benett	Group Non-Executive Director
Peter Blythin	Group Executive Director of Workforce and Corporate Business
Julia Bridgewater	Group Chief Operating Officer
David Cain	Deputy Chairman of the Fundraising Board/F2SU Guardian
Sarah Corcoran	Director of Clinical Governance
Julie Cawthorne	Assistant Chief Nurse IPC/TV & Clinical Director of Infection Prevention and Control
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
Tim Griffiths	Assistant Director (Corporate Services) – Manchester & Trafford Local Care Organisations
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary
Claire Igoe	Head of Environmental Sustainability
Professor Cheryl Lenney	Group Chief Nurse
Dr Nick Machin	Consultant Virologist & Clinical Lead for Virology
Michael McCourt	Chief Executive – Manchester & Trafford Local Care Organisations
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director
Miss Toli Onon	Joint Group Medical Director
Trevor Rees	Group Non-Executive Director
Adrian Roberts	Group Chief Finance Officer
<b>NOTES PREPARED BY:</b>	
Donna Beddows	Foundation Trust Membership Manager
<b>APOLOGIES:</b>	
<b>Governors:</b>	
Cllr Chris Boyes	Nominated - Trafford Borough Council
Dr Denis Colligan	Nominated - Manchester Health & Care Commissioning
Jacky Edwards	Staff - Nursing & Midwifery
Ann Kerrigan	Public - Manchester
Rev Charles Kwaku-Odoi	Nominated - Caribbean & African Health Network
Sheila Otty	Public - Rest of England & Wales
Bethan Rogers	Nominated - Youth Forum
Sue Rowlands	Public - Manchester
Circle Steele	Nominated - Manchester BME Network
<b>Directors:</b>	
John Amaechi	Group Non-Executive Director
Barry Clare	Group Deputy Chairman/Non-Executive Director
Luke Georghiou	Group Non-Executive Director
Gill Heaton	Group Deputy Chief Executive

**Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors**

The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending.

**Decision:**  
N/A

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 2: Declarations of Interest**

The Group Chairman (Kathy Cowell) invited Governors to forward any declarations of interest. In response, no declarations of interest were received.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 3: To Receive Apologies for Absence**

Alwyn Hughes, Director of Corporate Services/Trust Board Secretary informed attendees of the following apologies received:

**Governors**

Cllr Chris Boyes - Nominated (Trafford Borough Council)  
 Dr Denis Colligan - Nominated (Manchester Health & Care Commissioning)  
 Jacky Edwards - Staff (Nursing & Midwifery)  
 Ann Kerrigan - Public (Manchester)  
 Rev Charles Kwaku-Odoi - Nominated (Caribbean & African Health Network)  
 Sheila Otty - Public (Rest of England & Wales)  
 Bethan Rogers – Nominated (Youth Forum)  
 Sue Rowlands- Public (Manchester)  
 Circle Steele - Nominated (Manchester BME Network)

**Directors**

John Amaechi - Group Non-Executive Director  
 Barry Clare - Group Deputy Chairman/Non-Executive Director  
 Luke Georghiou - Group Non-Executive Director  
 Gill Heaton - Group Deputy Chief Executive

**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 5<sup>th</sup> November 2019**

The minutes of the Council of Governors' Meeting held in public on 5<sup>th</sup> November 2019 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (5th November 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:

- This year marks the 200th Anniversary of the birth of Florence Nightingale and to mark this momentous year, The World Health Organisation has designated 2020 as the 'International Year of the Nurse and Midwife'. Professor Cheryl Lenney is leading this celebratory campaign on behalf of MFT.
- In early January 2020, Saint Mary's Hospital launched 'The Manchester Birth Centre' at Wythenshawe Hospital. This new facility offers five spacious home-from-home birthing rooms, each with a birthing pool and en-suite facilities.
- At the end of January 2020, a patient received revolutionary new surgery for a rare genetic eye condition at Manchester Royal Eye Hospital. It was one of the first gene therapy treatments undertaken in the NHS in the UK, and the first at MFT.
- LIME Arts launched a pop-up exhibition on 20th January 2020 in the atrium at Saint Mary's Hospital which featured creations from staff, patients and specially commissioned works from artists. The LIME Arts programme includes printmaking workshops, ward-based printmaking activities, music, film, animation and drawing to support the wellbeing of both staff and patients.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

### Agenda Item 6: Lead Governor's Report

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

- As agreed by Governors at the recent December 2019 Governor Workshop (10th December), the new 2020 Governor Meeting Framework has now been implemented including the scheduling of associated meeting arrangements/dates (throughout 2020) with the three Governor Sub-Groups (Patient Experience, Staff Experience and Membership & Engagement) being suspended for one year (from January 2020 – January 2021) and the Governors' Performance Assurance Meeting being utilised as the key forum to seek patient and staff experience assurances. New performance assurance pre-meets have also been established for Governors as part of the new framework (next meeting scheduled for 23rd March). A further review will be undertaken, over the coming year, to determine if any additional meeting framework changes are felt to be required.
- Hospital/MCS Governor Tours/Visits – number of visits to be limited to one per Hospital/MCS with the new format to include a presentation outlining key service information followed by a short tour (new 2020 programme will be shared with Governors around Spring 2020).
- The latest edition of the 'Chairman's Governor Bulletin' focuses upon the concept of 'engagement' and provides key information in relation to MFT's forthcoming Membership Recruitment Campaign (to commence w/c 17th February 2020) – campaign target to recruit around 1850 new public members across key profile groups i.e. young members and BAME groups. As part of this campaign process, Governors will be encouraged to also recruit new public members, with an updated version of MFT's 'Membership Recruitment & Engagement Guidance' being included in the bulletin. More detailed information about the forthcoming campaign will be circulated to Governors shortly, alongside key membership leaflets and application forms.
- 2019/20 Forward Plan Survey Findings - thanks and appreciation were forwarded to the Trust's Strategy Team for presenting back to Governors (at the recent Governors' Winter Development Session – 18th December 2019) an overview of the key responses received from Members and the wider-general public. Hospital/MCS Chief Executives have also received and considered the views of Members and Governors and shared their initial forward plan key priorities (2020/21) with Governors at the

recent Governors' Forward Plan Workshop (29th January 2020). Further information around the Trust's Annual Planning Process is provided under agenda item 9.2.

- The next Governor Development Session is to be held on Tuesday, 25th February 2020 with key elements including:
  - Further update around NMGH Acquisition
  - Focus on the concept of 'engagement' (Governor Engagement Task & Finish Group) - opportunity for Governors to further strengthen and develop individual and collective engagement skills and tools.
- A new meeting has been scheduled re; Governors' Out-Patient Task & Finish Group (after the forthcoming Chairman's Surgery - 7th April 2020).
- Detailed programmes will be circulated to Governors in preparation of the aforementioned Governor Sessions.

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

Detailed information in relation to each item presented made available via the 'Council of Governors' Public Meeting Presentation Pack (12<sup>th</sup> February 2020)'.

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

As before, the full High Level Risk Summary Report (which outlines all high level risks) was circulated to Governors in preparation of the meeting, with the key areas being presented today being in relation to 'Update on Urgent Care and Performance', 'MLCO's Response to System Resilience', 'Update of MFT's Financial Position' and 'MFT's Response to the 2019 novel Coronavirus'.

Governors were reminded that as part of the 'Governors' Meeting Framework', quarterly 'Governors Performance Assurance Meetings' have been established, and at which, the latest Board Assurance Reports are presented to Governors to enable a detailed review of the Trust's operational performance (provided by Julia Bridgewater, Group Chief Operating Officer). The next meeting is scheduled for 23<sup>rd</sup> March 2020 with Governors being encouraged to attend in order to obtain appropriate performance assurance information. The invitation was also given to Governors that if any additional information is required in relation to any High Level Risk in the interim period, that contact can be made via Alwyn Hughes (Director of Corporate Services/Trust Secretary).

#### **7.1) Update on Urgent Care and Performance**

Julia Bridgewater, Group Chief Operating Officer, presented an update in relation to the Trust's 'Urgent Care and Performance' with key information being highlighted in relation to 'Performance', 'Christmas & New Year Summary' and 'Key Areas of Focus'.

Clarification was sought as to what the definition is regarding 'long length of stay' patients. In response, this term is segmented into two categories the first being patients who are in hospital over 7 days (previously referred to as being 'stranded') and the second being patients who are in hospital over 28 days (previously referred to as being 'super-stranded'). Of note, 'Delayed Transfers of Care' refers to patients who are medically fit to go home, but are unable to do so due to home provisions not being sufficient/available.

Clarification was sought as to how the Trust is planning to make improvements in relation to reducing 'Long Length of Stays' and 'Delayed Transfers of Care' to align these and the other key areas presented to be in keeping with the cited national focus. In response, the Manchester & Trafford Local Care Organisations are supporting the Trust to facilitate improvements in these areas with specific details being provided by Michael McCourt, Chief Executive (Manchester & Trafford Local Care Organisations) under agenda item 7.2. The key focus of the Trust is to ensure that discharge processes and refined pathways are introduced in a more timely manner.

Clarification was sought as to what the abbreviation ECIST means. In response, ECIST means a national Emergency Care Intensive Support Team who support hospitals and community services to determine areas of good practice and unblocking delays in the system.

Appreciation was forwarded to staff for their commitment and hard work over this challenging winter period.

## **7.2) LCO's Response to System Resilience**

Michael McCourt, Chief Executive (Manchester & Trafford Local Care Organisations) and Tim Griffiths, Associate Director of Corporate Services (Manchester & Trafford Local Care Organisations) presented an overview of '*MLCO's Response to System Resilience*' with key information being highlighted in relation to 'MLCO core priorities', MLCO approach to resilience', 'Working together', 'Manchester Community Response' and 'Manchester Case Management'. Attention was particularly drawn that Trafford Community Services (TLCO) has joined the MLCO and that additional specific information, related to Trafford, would be presented to Governors at a future date.

Clarification was sought as to what the current patient readmission rates were to the Trust. In response, and whilst no issues were cited in relation to the Trust's overall readmission rates, it was noted that following the recent Christmas period, there has been an increase in readmissions. The MLCO is therefore undertaking a detailed work project to investigate this increase with the suggestion being made that once completed, key findings would be shared with Governors at a future Performance Assurance Meeting.

Clarification was sought as to whether Adult Social Care Services includes mental health provisions. In response, confirmation was provided that social care workers and practitioners work in integrated teams as part of the Adult Social Care Service (provide mental health care). Of note, a business case has been developed by the MLCO to provide additional general mental health support on a regular basis via a new Primary Care Mental Health Practice.

Issues were cited in relation to media reports and specifically criminal practices (abuse and stealing) that is reported to have occurred in some care homes, with clarification being sought as to whether staffing levels and pay rates were felt to be contributory factors. In response, the MLCO does not directly manage care homes in Manchester with these being managed by Charitable Trusts or private providers. Of note, the Care Quality Commission inspect all care homes to ensure standards of care are achieved, and who have the powers to close or put improvement measures in place if standards are not achieved.

Clarification was sought in relation to MLCO's plans (including recruitment) to enable the roll-out of the 'High Impact Primary Care' across all 12 neighbourhoods. In response, roll-out of the 'High Impact Primary Care' is anticipated will take around 18 months to fully achieve with the coverage, across Manchester area, anticipated to take around 12 months. The overall scheme investment is around £2.5 - £3m with the suggestion being made that the scheme's business case (including model and structure) be shared with Governors.

### 7.3) Update on the MFT Financial Position

Adrian Roberts, Group Chief Finance Officer presented an 'Update on the MFT Financial Position' with key information being highlighted in relation to '2020/21 Financial Delivery Challenge'.

Assurance was provided that the Trust is on track to deliver its financial plan for the current year (2019/20). However, it was noted that significant challenges lie ahead in order to meet the scale of challenges for the next financial year (2020/21). Further updated/detailed information in relation to MFT's year-end financial position and plans re; financial savings for 2020/21 to be provided to Governors at the forthcoming Performance Assurance Meeting (to be held on 23<sup>rd</sup> March 2020).

Clarification was sought as what the terms 'WRP' and 'EPR' mean. In response, WRP means 'Waste Reduction Programme' and EPR means 'Electronic Patient Record'.

Clarification was sought as to whether negligence claims/costs are included in the Trust's financial plans. In response, negligence costs are paid out by the Trust's Negligence Scheme (insurance) with further/detailed information being provided to Governors at the forthcoming Performance Assurance Meeting (to be held on 23<sup>rd</sup> March 2020).

Attention was drawn that the Trust's plans to develop an Electronic Patient Record (EPR) will improve patient care alongside reducing inefficiencies.

### 7.4) MFT's Response to the 2019 Novel Coronavirus

Professor Cheryl Lenney, Group Chief Nurse presented an overview of 'MFT's Response to the 2019 Novel Coronavirus' with key information being highlighted in relation to 'Coronaviruses', 'Seasonal coronavirus infection', '2019 novel coronavirus', 'Current global situation', '2019 novel coronavirus' and 'Trust Response'.

Clarification was sought as to why there had been a 2% deficit in achieving MFT's Flu target rate and whether improvement plans would be put in place to address issues as part of the next campaign. In response, MFT's Flu target rate was set at 80% for front-line staff with assurance provided that additional measures will be put in place to address target compliance challenges going forward.

Clarification was sought as to whether plans were in place to identify and respond to any staff concerns/anxiety regarding their own protection and the continued delivery of care to patients. In response, information will be regularly circulated to staff from Public Health England via staff briefings (MFTiNews etc.) with staff training sessions in relation to the wearing of Protective Personal Equipment (PPE) being undertaken.

**Decision:**  
MLCO key report findings re; increase in MFT's patient readmission rates (following Christmas period) to be shared with Governors at a future Performance Meeting

**Action by:**  
Michael McCourt

**Date:**  
Was scheduled for April 2020 meeting but was stood down due to the impact of the COVID-19 National Emergency

<b>MLCO ‘High Impact Primary Care’ (Manchester Case Management) – Business Case, Model &amp; Structure to be shared with Governors at a future Performance Assurance Meeting</b>	<b>Michael McCourt</b>	<b>Was scheduled for April 2020 meeting but was stood down due to the impact of the COVID-19 National Emergency</b>
<b>Detailed update - MFT’s year-end financial position and plans re; financial savings for 2020/21 to be provided to Governors at a future Performance Assurance Meeting</b>	<b>Jenny Ehrhardt</b>	<b>Was scheduled for April 2020 meeting but was stood down due to the impact of the COVID-19 National Emergency</b>
<b>Detailed information re; MFT’s Negligence Scheme to be shared with Governors at a future Performance Assurance Meeting</b>	<b>Toli Onon/Sarah Corcoran</b>	<b>Was scheduled for April 2020 meeting but was stood down due to the impact of the COVID-19 National Emergency</b>

**Agenda Item 8: MFT Environmental Sustainability Overview**

David Furnival, Group Director of Estates and Facilities and Claire Igoe, Head of Environmental Sustainability presented an overview of ‘*MFT’s Environmental Sustainability*’ with key information being highlighted in relation to the ‘*Sustainable Development Management Plan*’, ‘*Climate Emergency*’ and ‘*For a Greener NHS*’.

Issues were cited in relation to the reliability of the ECO bus automobiles and the availability of ECO bus drivers. In response, this issue would be looked at outside of the meeting.

Clarification was sought as to the provisions for staff to travel to work via bicycles. In response, the Trust has established around 700 bicycle spaces including 2 Cycle Hub facilities however due to the current ongoing Helipad construction work project, one of these hubs is currently unavailable to use. Of note, as part of the Wythenshawe (Estates) Masterplan, cycle spaces are included with ‘smarter travel’ forming part of all new build plans. Assurance was provided that more work is to be done going forward to further improve MFT’s Environmental Sustainability.

Clarification was sought as to whether possibilities were being explored to invest in on-site solar power systems. In response, some solar power facilities are being established with acknowledgement being given that further work in this area is required.

<b>Decision: Issues re; reliability of ECO bus automobiles and availability of ECO bus drivers to be reviewed</b>	<b>Action by: David Furnival</b>	<b>Date: To be confirmed following the COVID-19 National Emergency</b>
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## **Agenda Item 9: Governance**

Due to the disruption of an unplanned fire alarm, meeting delegates left the building and once clearance was received from Fire Brigade Officers, the Group Chairman, Director of Corporate Services/Trust Secretary, Foundation Trust Membership Manager, Governors and key Trust Officers undertaking the remaining meeting presentations, returned/attended the last part of the Council of Governors' Meeting.

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

Caroline Davidson, Director of Strategy presented an update in relation to '*Annual Planning (2020/21) - Next Steps*' with key information being highlighted in relation to '*Role of the Governor*' and '*Process for 20/21*'.

Attention was drawn that over the coming months, an overarching MFT Annual Plan would be developed alongside individual Hospital/MCS/LCO plans for 2020/21 with thanks and appreciation being forwarded to Governors for their valuable contributions during the forward planning process.

The draft version of MFT's Annual Plan (2020/21) will be shared with Governors during April 2020 with further comments and views being invited and incorporate (where appropriate) with the finalised plan to be produced in May 2020.

### **9.2) Quality Report – Next Steps**

Sarah Corcoran – Director of Clinical Governance, presented an update in relation to '*2019/20 Quality Report*' with key information being highlighted in relation to '*Indicators for Testing*' and '*Suggestions for Consideration*'.

Attention was drawn that NHSI/E's new Guidance '*Detailed requirements for external assurance for quality reports 2019/20*' had very recently been issued (9<sup>th</sup> February 2020).

In keeping with the aforementioned NHSI/E Guidance, Governors were invited to choose a local quality indicator for testing with the following suggestions being made for consideration:

- Falls with harm
- Patients leaving the Emergency Department without being seen
- Standard Hospital Mortality Indicator (SHMI)
- Accident & Emergency re-attendances
- Staff sickness and absence
- Cancelled operations.

The Lead Governor invited Governors to vote upon which indicator they wish to be put forward as their 'Governor local quality indicator for testing', with the following indicator being chosen, by majority vote:

- Cancelled operations.

Confirmation was provided that the two mandated quality metrics (mandated by NHSI/E), would be circulated to all Governors alongside the aforementioned local quality indicator i.e. 'Cancelled Operations' which had been chosen by attending Governors.

In response to additional requests made by attending Governors, more detailed information would be provided at a future Performance Assurance Meeting in relation to the following:

- Sickness/Absence Rates
- Falls with Harm.

<b>Decision:</b> <b>Draft version of MFT's Annual Plan (2020/21) to be shared with Governors during April 2020</b>	<b>Action by:</b> <b>Caroline Davidson</b>	<b>Date:</b> <b>Was scheduled for w/c 21<sup>st</sup> April 2020 but was interrupted due to the impact of the COVID-19 National Emergency</b>
<b>The two mandated quality metrics (mandated by NHSI/E) to be circulated to the Council of Governors alongside the Governor chosen local quality indicator of 'Cancelled Operations'</b>	<b>Donna Beddows</b>	<b>Completed – February 2020</b>
<b>More detailed information to be provided to Governors at a future Performance Assurance Meeting in relation to:</b> <ul style="list-style-type: none"> <li>• Sickness/Absence Rates</li> <li>• Falls with Harm</li> </ul>	<b>Claire Macconnell</b> <b>Sue Ward</b>	<b>Was scheduled for March 2020 meeting but was stood down due to the impact of the COVID-19 National Emergency</b>

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

**Please note that due to the COVID-19 Pandemic:**

**12<sup>th</sup> May 2020 Council of Governors' Meeting (open to the public) has been stood down**

**A new virtual (teleconferencing) meeting of the Council of Governors (open to MFT Governors only) has been scheduled for:  
Friday, 15<sup>th</sup> May 2020 at 11.00am**

**Please note that as a result of the ongoing COVID-19 Pandemic, the other remaining 2020 meeting arrangements are currently under review:  
Monday, 20<sup>th</sup> July 2020 at 1.30pm – 4.00pm**

To be confirmed - Lecture Theatre 2, Wythenshawe Hospital (refreshments available at 1.15pm)

**Tuesday, 24<sup>th</sup> November 2020 at 1.30pm – 4.00pm**

To be confirmed - Ground Floor Meeting Room, Nowgen Centre, Oxford Road Campus  
(refreshments available at 1.15pm)