

## COUNCIL OF GOVERNORS' MEETING

(HELD IN PUBLIC)

**Wednesday, 31st July 2019 at 1.30pm – 3.00pm  
(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-Crees	Rest of Greater Manchester
Jayne Bessant	Lead & Public Governor (Manchester)
Stephen Caddick	Rest of Greater Manchester
Clifford Clinkard	Rest of Greater Manchester
Janet Heron	Manchester
Sheila Otty	Rest of England & Wales
Jane Reader	Trafford
Sue Rowlands	Manchester
Chris Templar	Eastern Cheshire
Christine Turner	Trafford
<b>Governors – Staff Constituency: -</b>	
John Cooper	Nursing & Midwifery
Jacky Edwards	Nursing & Midwifery
Geraldine Thompson	Other Clinical
<b>Governors – Nominated Partner Organisations: -</b>	
Cllr Chris Boyes	Trafford Borough Council
Rev Charles Kwaku-Odoi	Caribbean & African Health Network
Circle Steele	Manchester BME Network
Graham Watkins	Volunteer Services
<b>IN ATTENDANCE:</b>	
Professor Dame Susan Bailey	Group Non-Executive Director
Darren Banks	Group Executive Director of Strategy
Rachel Bayley	Director of Performance & EPRR
Peter Blythin	Group Executive Director of Workforce and Corporate Business

David Cain	Deputy Chairman of the Fundraising Board
Dympna Ebah	Group Head of Clinical Governance
Alison Dailly	Group Chief Informatics Officer
Caroline Davidson	Director of Strategy
Gill Heaton	Group Deputy Chief Executive
Richard Hey	Joint Chief Pharmacist
Alwyn Hughes	Director of Corporate Services/Trust Board Secretary
Professor Cheryl Lenney	Group Chief Nurse
Ian Lurcock	Chief Executive – Clinical & Scientific Services
Chris McLoughlin	Group Senior Independent Director/Non-Executive Director
Stephen Nixon	Senior Manager (Public Services) - Mazars External Auditors
Miss Toli Onon	Joint Group Medical Director
Adrian Roberts	Group Chief Finance Officer
<b>Public/Members: -</b>	
Sharlene Duhre	Public Member
Helen Wilson	Public Member
<b>NOTES PREPARED BY:</b>	
Donna Beddows	Foundation Trust Membership Manager
<b>APOLOGIES:</b>	
<b>Governors:</b>	
Dr Syed Ali	Public - Manchester
John Churchill	Public – Manchester
Dr Denis Colligan	Nominated - Manchester Health & Care Commissioning
Alix Jodrell-Banks	Staff - Other Clinical
Dr Michael Kelly	Public - Manchester
Paula King	Public - Rest of Greater Manchester
Rachel Koutsavakis	Staff - Non-Clinical & Support
Colin Owen	Staff - Non-Clinical & Support
Dr Jenny Myers	Nominated - Manchester University
Suzanne Russell	Public - Manchester
Dr Matthias Schmitt	Staff - Medical & Dental
<b>Directors:</b>	
John Amaechi	Group Non-Executive Director
Dr Ivan Benett	Group Non-Executive Director
Julia Bridgewater	Group Chief Operating Officer
Barry Clare	Group Deputy Chairman/Non-Executive Director
Sarah Corcoran	Director of Clinical Governance
Sir Michael Deegan	Group Chief Executive
Professor Jane Eddleston	Joint Group Medical Director
David Furnival	Group Director of Estates and Facilities
Luke Georghiou	Group Non-Executive Director
Nic Gower	Group Non-Executive Director
Trevor Rees	Group Non-Executive Director

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

The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for attending and welcomed Governors to MFT's Council of Governors' Meeting.

**Decision:**  
N/A

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 2: Declarations of Interest**

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

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

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

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

**Governors**

Dr Syed Ali - Public Governor (Manchester)  
 John Churchill - Public (Manchester)  
 Dr Denis Colligan - Nominated (Manchester Health & Care Commissioning)  
 Alix Joddrell-Banks - Staff Governor (Other Clinical)  
 Dr Michael Kelly - Public Governor (Manchester)  
 Paula King - Public Governor (Rest of Greater Manchester)  
 Rachel Koutsavakis - Staff Governor (Non-Clinical & Support)  
 Colin Owen - Staff Governor (Non-Clinical & Support)  
 Dr Jenny Myers - Nominated Governor (Manchester University)  
 Suzanne Russell - Public Governor (Manchester)  
 Dr Matthias Schmitt - Staff Governor (Medical & Dental)

**Directors**

John Amaechi - Group Non-Executive Director  
 Dr Ivan Benett - Group Non-Executive Director  
 Julia Bridgewater - Group Chief Operating Officer  
 Barry Clare - Group Deputy Chairman/Non-Executive Director  
 Sarah Corcoran - Director of Clinical Governance  
 Sir Michael Deegan - Group Chief Executive  
 Professor Jane Eddleston - Joint Group Medical Director  
 David Furnival - Group Director of Estates and Facilities  
 Luke Georghiou - Group Non-Executive Director  
 Nic Gower - Group Non-Executive Director  
 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 15<sup>th</sup> May 2019**

The minutes of the Council of Governors' Meeting held in public on 15<sup>th</sup> May 2019 were approved as being an accurate record.

**Agenda Item 4.2: Matters Arising from Previous Minutes (15<sup>th</sup> May 2019)**

The Group Chairman (Kathy Cowell) informed Governors that all matters arising from the previous minutes had been progressed/completed.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 5: Group Chairman's Report**

The Group Chairman (Kathy Cowell) provided a verbal report with the following points being highlighted:

- MFT held its 10th annual Young People's Open Day on Tuesday 25th June 2019 with around 570 young people attending including students from 24 different schools/colleges across the Greater Manchester area. The event was a great success with thanks and appreciation being forwarded to Governors who attended and engaged with young attendees, encouraging them to take part in the membership questionnaire.
- Two garden party events were recently held during Volunteers Week (June 2019), at both the Oxford Road Campus and Wythenshawe site, as a special thanks to MFT's volunteers for all the support that they provide to patients. The events were also attended by Governors and were a great success with thanks and appreciation being forwarded to the Communications Team for all their hard work in organising these events.
- Congratulations were forwarded to the MFT Charity Team for their recent success in winning the 'National Charity of the Year' (Institute of Fundraising National Charity Awards).
- Celebration events have been held throughout June 2019 and will continue during July 2019 to mark the 10th Birthday of the Oxford Road Campus Hospitals.
- MFT will be welcoming staff from Liverpool Women's NHS Foundation Trust genomic laboratory services (from 1st August 2019) as part of the North West Genomic Laboratory Hub (GLH). The Hub is part of Saint Mary's Hospital and is one of seven GLHs across the country.
- Congratulations was forwarded to Emily May Robertson, Ward Manager at the Manchester Royal Infirmary who has been awarded the British Empire Medal (BEM) for services to Nursing at the Queen's Birthday Honours (June 2019) alongside Professor Ged Byrne who has been awarded an MBE. Professor Byrne is a Surgical Oncologist at Wythenshawe Hospital and Director of global engagement at Health Education England.
- Work has commenced to construct the new helipad on top of Grafton Street car park, (funding raised by MFT's Charity Team). When fully operational (Spring/Summer 2020), it will enable critically ill/injured children, adults and babies to be airlifted straight to the Manchester Royal Infirmary, Royal Manchester Children's Hospital and Saint Mary's Hospitals.
- The relocation of MFT's Diabetes Centre to the Peter Mount Building is progressing well and is anticipated to be completed by January 2020.
- MFT's Estates Strategy has been shared with the Greater Manchester Major, Andy Burnham which was well received and specifically the ambitious redevelopment plans for the Wythenshawe site.

**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:

- The Annual Review process, undertaken by the Chairman and Lead Governor for the three Governor Sub-Groups has commenced with the first review being held recently with the Governor Chair and the supporting Director/Non-Executive Directors of the Governors' Patient Experience Sub-Group. Attention was drawn that this process provides an opportunity to review each Sub-Group's Terms of Reference alongside highlighting the key work projects/achievements made over the last 12 months and how Governors receive and share group-related assurances with their fellow Council of Governors. Over the coming weeks, the Governors' Membership & Engagement alongside the Governors' Staff Experience Sub-Groups will also be reviewed with the overall outcome of this process being shared with Governors (following completion).
- Further to discussions at the recent Governors' Performance Assurance Meeting (held on 23<sup>rd</sup> July 2019), further consideration would be given, going forward, to the format of the current Governor Tours of MFT's Hospitals/Managed Clinical Services and will include feedback from Hospital/MCS Chief Executives as to how the new 2020 programme might work better from their perspective.
- The 2019 Governor Election process has now started with the results being received in September 2019. Newly elected and/or re-elected Governors will be announced at MFT's Annual Members Meeting on the 24th September 2019.
- Attention was drawn that the next Governor Development Session will be held on Tuesday, 27th August 2019 (Nowgen Centre).

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

### Agenda Item 7: Summary Feedback from Governor Sub-Groups

The Group Chairman invited Governor Sub-Group Chairs to provide key feedback from their respective Sub-Group.

#### Membership & Engagement

Jane Reader, Public Governor and Chair of the Governors' Membership & Engagement Sub-Group highlighted that at their recent meeting held on 20<sup>th</sup> June 2019 a number of excellent presentations were received in relation to MFT's Youth Forum in addition to MFT's Internet Collaboration Hub. Progress reports were also received in relation to the MFT's Membership newsletter (MFT News), the Annual Members' Meeting and the 2019 Governor Elections. Feedback was also provided in relation to the successful Young People's Event (membership event) held on 25<sup>th</sup> June 2019. Of note, the draft Membership & Engagement Strategy, which has been developed by this Sub-Group, will shortly be shared with the Council of Governors for final comments and approval. The next Sub-Group Meeting has been scheduled for 3<sup>rd</sup> October 2019.

#### Patient Experience

Christine Turner, Public Governor and Chair of the Governors' Patient Experience Sub-Group highlighted that at their recent meeting held on 26<sup>th</sup> June 2019 an excellent presentation was received in relation to the "What Matters to Me" Embedded in Critical Care. An overview of the Eye Hospital – Outstanding CQC Report in addition to the Interpretation Service (ITS) was also provided. Thanks and appreciation were forwarded to Karen Meadowcroft (Corporate Director of Nursing) for the support provided to Sub-Group Members with the next Sub-Group Meeting being scheduled for 30th October 2019.

#### Staff Experience

As the Chair of the Governors' Staff Experience Sub-Group was unable to attend the Council of Governors' Meeting, key feedback regarding this Sub-Group's recent meeting activities would be provided at the next Governors' Performance Assurance Meeting.

<b>Decision:</b> <b>Draft Membership &amp; Engagement Strategy to be shared with the Council of Governors for final comments and approval</b>	<b>Action by:</b> <b>Alwyn Hughes</b>	<b>Date:</b> <b>August 2019</b>
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### **Agenda Item 8: Chief Executive Officer's (CEO) Report**

Detailed information in relation to each item presented is available in the Council of Governors Public Meeting Presentation Pack (31.07.19) - (circulated to Governors in preparation of the meeting with hard copies being available at the meeting).

Gill Heaton, Group Deputy Chief Executive provided a verbal introduction to the '*Assurance and Risk Report*' stating that in response to feedback from Governors over recent months, the format of this report item has changed so that instead of providing a brief overview of each risk, two High Level Risks have been drawn out from MFT's High Level Risk Report to provide Governors with a more in depth presentation, followed by an opportunity for Q&As.

Attention was drawn that the full High Level Risk Summary Report had been circulated to Governors in preparation of the meeting (hard copies available with the meeting packs), with the two risks being presented today being in relation to 'Never Events' and 'Medicine Management & Security'.

In direct response to requests received from Governors, Sarah Corcoran (Director of Clinical Governance) has also recently provided a more detailed overview of MFT's Risk Management Process at the Governors' Performance Assurance Meeting (23rd July 2019), with a particular focus being presented on 'risk appetite' and 'how risks are scored' in order to provide Governors with a better understanding of this process.

The request was made for an update to be provided to Governors in relation to the EU Exit contingency plans. In response, a further update would be provided to Governors at the next Council of Governors' Meeting (5<sup>th</sup> November 2019).

Clarification was sought as to whether any further progress had been made in relation to the Neonatal Transport Service issue. In response, the Group Executive Director Team, in support of the Saint Mary's Leadership team, are closely monitoring this issue with meetings being held with the Blackpool Clinical Commissioning Group to keep them apprised of the situation. Assurance was provided that this issue will remain on the Trust's Risk Register (and will continue to be closely monitored via the Group Risk Management Committee) until a funding solution is identified.

Further information was requested in relation to the new risk re; Human Fertilisation and Embryology Authority (HFEA)/In Vitro Fertilisation Services (IVF). In response, following a recent HFEA inspection (Spring 2019), some issues have been highlighted with the Trust currently undertaking a number of audits and corresponding plans being put in place to confirm compliance requirements. It was suggested that further information be provided to Governors at a future Governor Performance Assurance Meeting.

#### **8.1) Never Events**

Miss Toli Onon, Joint Group Medical Director presented an overview of '*Never Events*' with key information being highlighted in relation to 'What is a Never Event?', 'Never Events List', 'Never Events at MFT', 'What Happens When a Never Event is Reported?', 'What is in place to prevent Never Events?' and 'What are we doing to eliminate Never Events?'.

Clarification was sought as to what is meant by the “administration of medication by the wrong route”. In response, an example of this Never Event is when medication that is meant to be given via an oral syringe is mistakenly put into a different (wrong) syringe e.g. cannula. In this event, the medication would be decanted in to the correct syringe, however this would be formally recorded as a ‘Never Event’.

## 8.2) Medicines Management & Security

Richard Hey, Joint Chief Pharmacist presented an overview of ‘*Medicines Management & Security*’ with key information being highlighted in relation to ‘Group Chief Pharmacist’, ‘Medicines’, ‘Medicines Optimisation’, ‘Medicines Optimisation Agenda’, ‘Medicines Governance Committee Structure’, ‘Risks Associated with Medicines’, ‘Safe and Secure Audits of Medicines’, ‘Model Hospital Metrics’, ‘MFT Pharmacy Services’, ‘MFT Pharmacy and ‘Pharmacy Services Availability’.

Attention was drawn that a Governor Tour of the Pharmacy Department is scheduled for 23<sup>rd</sup> August 2019 which will provide Governors with an opportunity to receive more detailed information and observe the functions of the Pharmacy Department.

Clarification was sought if there was felt to be any potential impact upon medicines availability as a result of the EU Exit. In response, the domain of medicine availability lies with the Department of Health and specifically the Commercial Medicine Unit is tasked with dealing with medicine shortages. Of note, Hospitals are instructed not to stockpile medicines with current levels accommodating around 6 weeks supplies in the event of any short-term transport issues.

Clarification was sought whether plans were being progressed to provide commercial Out-Patient Pharmacy Dispensary Services at Trafford Hospital. In response, a review of the MFT’s Out-Patient Pharmacy Strategy will be undertaken with consideration being given to possible future service provisions across MFT.

Issues were cited in relation to diabetic patients being unable to self-administer their own Insulin medication (Insulin pen) when admitted to hospital with clarification also being sought as to whether GPs are informed of their patient’s admission (on arrival). In response, the Trust has a policy in place in relation to the ‘self-administration of medications’ which includes provisions to enable patients to self-administer medication once that they have been appropriately assessed. As part of the Trust’s ongoing procurement of an ‘electronic patient record’ system, it is anticipated that GP communications will be improved.

Further information was requested in relation to the ‘Homecare Contract Governance’ (part of the Medicines Governance Committee Structure). In response, the Homecare Contract relates to patients with long-term conditions and the provision, including nursing support and refrigeration, alongside the oversight of their medicines. Of note, this service enables patients to receive medications in their own home, thus avoiding regular visits to the Hospital.

Clarification was sought as to whether the Trust donates surplus medicines (that are in date), to world health organisations. In response, professional bodies do not permit this practice and instead rely on cash donations to fund world health medication programmes.

**Decision:**  
Update to be provided to Governors in relation to the EU Exit contingency plans

**Action by:**  
Julia Bridgewater

**Date:**  
Council of Governors’ Meeting (5th November 2019)

Further information re; Human Fertilisation and Embryology Authority (HFEA)/In Vitro Fertilisation Services (IVF) risk be provided to Governors at a future meeting	Karen Connolly	Governor Performance Assurance Meeting
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**Agenda Item 9: To Receive an Update on the Trafford Community Services**

Darren Banks, Group Executive Director of Strategy presented an overview on the 'Trafford Community Services' stating that MFT has recently been designated as the preferred provider for Trafford Community Services with due diligence processes currently being undertaken and when completed, anticipated that the transfer of services will occur on 1<sup>st</sup> October 2019.

Clarification was sought as to whether the Trust had been asked to take on the management of Trafford Community Services or if the Trust had tendered for these services. In response, the Trust submitted a tender for the services.

Clarification was sought as to what future community services will be provided by Pennine Care NHS Foundation Trust (current providers of Trafford Community Services) and specifically if they wished to continue to provide these services. In response, Pennine Care NHS Foundation Trust had decided to relinquish all responsibility for the delivery of community services. In addition to Trafford, it provides Community Services in Oldham, Bury and Rochdale. It is expected that Salford Royal will be taking responsibility for Community Services in Oldham, Bury and Rochdale around July 2019, and MFT planning to take on the management of Trafford Community Services from October 2019.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

**Agenda Item 10: Governance**

**10.1) To receive the MFT Annual Report and Accounts (1st April 2018 to 31st March 2019) including the Quality Report, and, External Auditor's Reports to the Council of Governors**

***ANNUAL REPORT***

Alwyn Hughes, Director of Corporate Services/Trust Secretary invited Governors to formally receive the Annual Report and Accounts (2018/19) including the External Auditor's Reports (Mazars) and Quality Report which was submitted to the Trust's Audit Committee alongside NHS Improvement, and subsequently laid before Parliament (June 2019).

Attention was drawn that in order for Governors to review the Annual Report and Accounts in more detail, as part of the forthcoming Governor Development Session (27th August 2019), a more detailed overview will be scheduled and will include representatives from Mazars (External Auditor) being in attendance in order to provide more detailed information around the External Auditor Reports.



### **ANNUAL ACCOUNTS**

Adrian Roberts, Group Chief Finance Officer sign-posted Governors to the accounts section of the report highlighting that the Trust's year-end financial position resulted in a surplus of £26.8m.

### **EXTERNAL AUDITOR REPORTS**

Stephen Nixon, Senior Manager (Mazars External Auditors) informed Governors that the External Auditor's role is to provide opinions in relation to the Trust's Financial Statements and Quality Report.

The financial statements for year ending 31<sup>st</sup> March 2019 were issued with an 'unqualified audit opinion', with accounts being true and fair with the Auditors being satisfied that there were no significant matters to report.

In terms of the Financial Statements, thanks and appreciation were forwarded to Adrian Roberts (Chief Finance Officer) with his financial team being commended for the quality of papers and support provided.

In terms of the Quality Report, this was subject to a limited assurance review for year ending 31<sup>st</sup> March 2019, with Stephen Nixon, Senior Manager (Mazars External Auditors) outlining the 3 quality indicators tested, namely 'Accident & Emergency (A&E) Four-Hour Waiting Times' and the '62 Days from urgent GP referral to first treatment for all Cancers' (mandated indicators - NHS Improvement) in addition to the 'Summary Hospital-Level Mortality Indicator - SHMI' (local indicator chosen by Governors).

The Quality Report was also issued with an 'unqualified audit opinion', with the Auditors being satisfied that there were no significant matters to report.

As previously highlighted, a more detailed overview of each report will be provided to Governors at the scheduled Governors' Development Session (August 2019).

### **10.2) To receive the MFT Annual Plan 2019/20 and discuss Next Steps**

Darren Banks (Group Executive Director of Strategy), invited Governors to formally receive the MFT 2019/20 Annual Plan and thanked Governors for their valuable input with further opportunities being provided to Governors to forward their and members' views, around the Trust's and individual Hospital's 2020/21 Forward Plans as part of future Governor Development Sessions, dedicated Strategy Sessions and Forward Planning Workshops.

**Decision:**  
Noted

**Action by:**  
N/A

**Date:**  
N/A

### **Agenda Item 11: Lead Governor Election Process (2019)**

Alwyn Hughes, Director of Corporate Service/Trust Secretary informed the Council of Governors that in keeping with MFT's Constitution (October 2017), the Lead Governor annual election process will commence following the forthcoming Annual Members' Meeting (24<sup>th</sup> September 2019) with Governors being formally notified of the process starting and nominations being sought. The results will be formally announced at the next Council of Governors' Meeting scheduled for 5<sup>th</sup> November 2019.

**Decision:**  
Council of Governors to be formally notified of the Lead Governor Election (2019) process

**Action by:**  
Alwyn Hughes

**Date:**  
September/October 2019

<b>Date and Time of Next Meeting</b>
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**Date & Time of Remaining 2019 Meeting:**

**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**