

Annual Members' Meeting

Tuesday, 24th September 2019
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:

Professor Dame Susan Bailey - Group Non-Executive Director, Darren Banks – Group Executive Director of Strategy, Peter Blythin – Group Executive Director of Workforce and Corporate Business, Julia Bridgewater – Group Chief Operating Officer, Kathy Cowell – Group Chairman, Sir Michael Deegan – Group Chief Executive, Professor Jane Eddleston – Group Joint Medical Director, Jenny Ehrhardt - Deputy Group Chief Finance Officer, Gill Heaton – Group Deputy Chief Executive, Professor Cheryl Lenney – Chief Nurse, Chris McLoughlin – Group Senior Independent Director/Non-Executive Director, Miss Toli Onon – Group Joint Medical Director and Trevor Rees – Group Non-Executive Director.

Trust Secretary:

Alwyn Hughes – Director of Corporate Services/Trust Secretary.

Council of Governors:

Esther Akinwunmi - *New Staff Governor (Other Clinical), Dr Syed Ali – **Retiring Public Governor (Manchester), Ivy Ashworth-Crees – Public Governor (Rest of Greater Manchester), Jayne Bessant – Lead & Public Governor (Manchester), John Churchill - **Retiring Public Governor (Manchester), Margaret Clarke - *New Public Governor (Trafford), Clifford Clinkard – Public Governor (Rest of Greater Manchester), John Cooper – Staff Governor (Nursing & Midwifery), Janet Heron – Public Governor (Manchester), Dr Michael Kelly - Public Governor (Manchester), Paula King – Public Governor (Rest of Greater Manchester), Rachel Koutsavakis - Staff Governor (Non-Clinical & Support), Sheila Otty – Public Governor (Rest of England & Wales), Colin Potts - *New Public Governor (Rest of Greater Manchester), Jane Reader – Public Governor (Trafford), Bethan Rogers - *New Nominated Governor (Youth Forum), Susan Rowlands – Public Governor (Manchester), Suzanne Russell - Public Governor (Manchester) and Lisa Watson - *New Public Governor (Manchester).

Members:

Circa. 230 Public/Staff Members and members of the public attended.

Notes Prepared By:

Donna Beddows – Foundation Trust Membership Manager.

Apologies (Board of Directors and Council of Governors):

John Amaechi – Group Non-Executive Director, Dr Ivan Benett – Group Non-Executive Director, Cllr Chris Boyes – Nominated Governor (Trafford Borough Council), Stephen Caddick – **Retiring Public Governor (Rest of Greater Manchester), Dr Ronald Catlow – *New Public Governor (Rest of Greater Manchester), Barry Clare – Group Deputy Chairman/Non-Executive Director, Dr Denis Colligan – Nominated Governor (Manchester Health & Care Commissioning), Jacky Edwards – Staff Governor (Nursing & Midwifery), Dr Shruti Garg – *New Nominated Governor (Manchester University), Professor Luke Georghiou - Group Non-Executive, Nic Gower – Group Non-Executive Director, Alix Joddrell-Banks – **Retiring Staff Governor (Other Clinical), Ann Kerrigan – *New Public Governor (Manchester), Charles Kwaku-Odoi – Nominated Governor (Caribbean & African Health Network), Colin Owen - Staff Governor (Non-Clinical & Support), Adrian Roberts – Group Chief Finance Officer, Dr Matthias Schmitt - Staff Governor (Medical & Dental), Circle Steele – Nominated Governor (Manchester BME Network), Chris Templar – Public Governor (Eastern Cheshire), Geraldine Thompson – Staff Governor (Other Clinical), Christine Turner – Public Governor (Rest of England & Wales), Graham Watkins – Nominated Governor (Volunteer Services) and Cllr James Wilson – *New Nominated Governor (Manchester City Council).

*New Governors (Public, Staff and Nominated) formally started in office following closure of the Annual Members' Meeting (24th September 2019).

**Retiring Governor (Public and Staff) formally stepped down from office following closure of the Annual Members' Meeting (24th September 2019).

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.



I'd like to thank them for their ongoing support in making sure our hospitals are great places to work.

A warm welcome also to our Governors. Over the last year they've done a splendid job, representing the interests and views of our members and the wider community we serve.

I do 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. They are a wonderful illustration of our meeting theme, "Caring for You".

Our thanks to all of them for their contribution, and also to our 1,300 volunteers who have done such a splendid job today and play a vital role throughout the year.

On your behalf, I'd also like to thank our fundraising team and the many individuals, families and organisations who have donated to our Trust Charity. We're so grateful to everyone who supports our Charity, enabling it to continue making such a positive difference to our patients and their families.







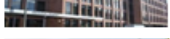


Presentation Slides	Speaker's Narrative
<p data-bbox="181 427 651 464">Format for the meeting today</p>  <ul data-bbox="219 566 739 770" style="list-style-type: none"> • Chief Executive's report for 2018/19 • Deputy Chief Finance Officer's report • Lead Governor's report • Looking ahead in 2019/20 • 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="1218 376 2078 820" style="list-style-type: none"> • <i>Sir Michael Deegan, Group Chief Executive will report on key achievements in 2018/19</i> • <i>Jenny Ehrhardt , Deputy Group Chief Finance Officer, will tell you about our financial position</i> • <i>Jayne Bessant, Lead & Public Governor will update you on Membership matters</i> • <i>Sir Michael Deegan, Group Chief Executive will talk about our priorities for 2019/20 and our future plans</i> • <i>The meeting will then be opened for questions to our Board.</i>

REVIEW OF THE ANNUAL REPORT 2018/19 – 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 2018/19.

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 organisation – which celebrates its second birthday next week.

MFT is one of the largest acute Trusts in the UK, employing over 20,000 staff, with a turnover of £1.7 billion. 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.

As you will remember, MFT was created through the Single Hospital Service programme 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.

The Oxford Road Campus comprises 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.



**Manchester Local
Care Organisation**

MFT also provides 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 Manchester Local Care Organisation – known as MLCO - which was established on 1st April 2018, and is hosted by MFT.

The MLCO is a virtual organisation, responsible for delivering a range of services including community health services and adult social care. This range of services will grow to include Mental Health and Primary Care as part of a planned expansion over 3 years.

The benefits for patients which the MLCO will deliver are significant, including

- *Improved health outcomes.*
- *People having a better experience of care.*
- *Local people being independent and able to self-care.*
- *Better integrated care and use of resources.*
- *Fewer permanent admissions into residential/nursing care.*
- *Fewer people needing hospital-based care.*

As you will appreciate from this brief summary, MFT is indeed one of the largest and most diverse hospital groups in the UK, but we remain strongly rooted within the communities we serve.

Presentation Slides

Speaker's Narrative



A snapshot: what we did in 2018/19



2018/19 was our new organisation's first full financial year in operation, and alongside carrying out 'business as usual' we achieved a number of significant milestones including:

Putting in place a new senior leadership team at both a Group and individual hospital/managed clinical service level.

Developing a new MFT Group Clinical Service Strategy to address challenges such as:

- *Increasing demand and changing patient expectations.*
- *Financial and staffing pressures.*
- *Changes to national and local policy.*
- *Variation in services and standards across MFT.*
- *Constraints on capacity and space.*

The MFT Clinical Service Strategy will also enable us to capitalise on opportunities including:

- *Data and digital – using information and communication technologies to help address health problems.*
- *Personalised medicine – care tailored to the health needs of the individual.*
- *Devolution – the coming together of health and social care organisations across Greater Manchester to improve the health, wealth and wellbeing of the 2.8 million people living here.*
- *Single Hospital Service – the benefits of being a large, single organisation.*

Alongside this, our clinical teams are creating individual clinical service strategies and working collaboratively to establish new clinical standards which will operate across our locations and services.

70 Years

Since the NHS was founded at Trafford Hospital



Over the past 12 months, we have seen many examples of staff working together to improve standards of care for patients and their families. Across MFT, staff have been working really hard to develop single services that build on the strengths of our predecessor organisations.

Examples of significant improvements range from lithotripsy (to remove kidney stones) and urgent gynaecology services to the better management of patients suffering a fractured neck of femur (broken hip).

Behind the scenes significant work has also taken place to consolidate the systems, policies and processes that support the day-to-day operation of such a major organisation.

In 2018, we also had the privilege of celebrating the 70th anniversary of the NHS, which was inaugurated at Trafford General Hospital on 5th July 1948. Our staff, patients, members, volunteers, fundraisers, partner organisations and many others shared their memories, gratitude and pride in the NHS. It was a truly memorable day, and showed that the founding principles of the NHS remain firmly at the heart of what we do.

We were delighted to receive our Care Quality Commission (CQC) ratings for MFT in March. The inspection was carried out within the first 12 months of our merger and was the largest comprehensive inspection ever carried out in the NHS by the CQC.

Presentation Slides

Speaker's Narrative

 <h1 data-bbox="237 411 855 464">Our Vision and Values</h1> <div data-bbox="237 488 943 783"><h3 data-bbox="255 507 421 536">Our Vision</h3><p data-bbox="255 544 595 603">Our vision is to improve the health and quality of life of our diverse population by building an organisation that:</p><ul data-bbox="255 608 595 711" style="list-style-type: none"><li data-bbox="255 608 595 644">• Excels in quality, safety, patient experience, research, innovation and teaching<li data-bbox="255 649 595 670">• Attracts, develops and retains great people<li data-bbox="255 675 595 711">• Is recognised internationally as a leading healthcare provider</div> <div data-bbox="651 507 822 536">Our Values</div> <div data-bbox="651 544 837 667"><p data-bbox="651 544 837 564">Together Care Matters</p><p data-bbox="651 569 786 590">Everyone Matters</p><p data-bbox="651 595 786 616">Working Together</p><p data-bbox="651 620 786 641">Dignity and Care</p><p data-bbox="651 646 786 667">Open and Honest</p></div>  	<p data-bbox="1182 272 2085 331"><i>As a fairly new organisation, it's really important to have a shared vision that clearly sets out our purpose and what we want to do.</i></p> <p data-bbox="1182 363 1962 422"><i>Our vision is to improve the health and quality of life of our diverse population by building an organisation that:</i></p> <ul data-bbox="1229 427 2045 552" style="list-style-type: none"><li data-bbox="1229 427 2045 486">• <i>Excels in quality, safety, patient experience, research, innovation and teaching</i><li data-bbox="1229 491 1787 512">• <i>Attracts, develops and retains great people</i><li data-bbox="1229 517 2002 552">• <i>Is recognised internationally as a leading healthcare provider.</i> <p data-bbox="1182 584 2078 675"><i>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 by our colleagues:</i></p> <ul data-bbox="1229 679 1494 804" style="list-style-type: none"><li data-bbox="1229 679 1494 700">• <i>Everyone Matters</i><li data-bbox="1229 705 1494 726">• <i>Working Together</i><li data-bbox="1229 730 1494 751">• <i>Dignity and Care</i><li data-bbox="1229 756 1494 777">• <i>Open and Honest.</i> <p data-bbox="1182 836 1984 895"><i>To support this - an overarching values statement for MFT has been developed which is 'Together Care Matters'.</i></p> <p data-bbox="1182 927 2056 1051"><i>Our values are underpinned by a Behaviours Framework that makes clear the behaviours that each of us need to display to ensure we have a high quality and compassionate culture. This in turn leads to high performance and the delivery of excellent standards of care.</i></p>
--	---

Presentation Slides

Our priorities in 2018/19



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

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



Speaker's Narrative

Underpinned by our vision and values, we set out our priorities for 2018/19.

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 full year in operation, our group of hospitals and community services worked tirelessly to achieve and often exceed the key priorities set by our Board of Directors.

Today, I can only briefly cover the huge amount of work that goes on in our organisation. 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 and visit the information stands.

I will now talk you through some of the key priorities over the past year and improvements made under the headings of Quality; Our services; Research & Innovation and Our People.

Presentation Slides

Speaker's Narrative

CQC inspection



Group Level Well-led	Good					Good
	SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL LED	
OVERALL GROUP	Good	Good	Outstanding	Good	Good	Good

- Trust rated as **Good** overall
- Trust rated as **Outstanding** for Caring Services overall
- University Dental Hospital of Manchester rated as **Outstanding**
- Manchester Royal Eye Hospital rated as **Outstanding**
- CAMHS rated as **Outstanding**
- Adult Critical Care services rated as **Outstanding**
- Paediatric Surgery rated as **Outstanding**
- 6 Hospitals and the MLCO rated as **Good**
- Wythenshawe Hospital moves from RI to **Good**
- A number of services move from RI to **Good** – End of Life Care at MRI, Surgery at Wythenshawe
- Manchester Royal Infirmary rated as **Requires Improvement**



I am delighted to report the outcome of our comprehensive Care Quality Commission (CQC) inspection and well done to all of our staff and partners who contributed to that outcome.

The Dental Hospital, Manchester Royal Eye Hospital our CAMHS Team alongside our Critical Care Teams were all rated as being outstanding.

All of our other Hospitals were rated as Good with the exception of the Manchester Royal Infirmary (MRI). We are working to bring the MRI together as one hospital and the new leadership team in the MRI are already delivering significant changes and improvement and we expect to be able to work with the CQC on an improved rating in the near future.

Overall this was a fantastic achievement just one year after the establishment of the new organisation.

Presentation Slides

Quality of care



Examples of key objectives which have gone well:

- Reduced serious harm from patient safety incidents (5% reduction)
- Mortality indicators show that we continue to have fewer deaths than expected
- Harm free care indicators better than the national average for falls, pressure ulcers and Catheter Associated Urinary Tract Infections
- CQC noted that the organisation had an open, transparent and positive learning culture

Examples of areas for continued improvement:

- Improvement Plans for paper and electronic health records
- Mandatory Training compliance & Appraisal rates for all staff
- Compliance with the World Health Organisation (WHO) Surgical Safety Checklist for Surgery

Speaker's Narrative

We continue to progress our programme of work of continuous improvement to patient safety. Because of this we achieved our stated aim of a 5% reduction in serious harm last year, continued to have less deaths than expected and prevented harm such as pressure sores and infections.

This year we are continuing our focus on safety culture and using the breadth of expertise across all our hospitals and managed clinical services to improve safety and clinical outcomes.

The CQC reported that, across the Group of Hospitals, staff were confident to report when things go wrong and are open with patients and their families when this happened. This is a really important factor in learning and improvement.

The CQC agreed with our assessment of risk in relation to the quality and availability of our clinical record and we are working hard on an electronic solution to make sure all our clinical staff can access the right information at all times.

The CQC also asked us to make improvements as to how we use the World Health Organisation Safe Surgery Checklist – making sure all clinical staff are fully involved in briefings before and after procedures. One of our ENT Surgeons has led a Trust wide piece project working with his colleagues to roll out changes across all sites.

As always, this year has been challenging in respect of staffing and you will have heard on the news about the pressures on nursing recruitment for example. Releasing staff for training when they are needed in wards and departments remains a challenge but it is really important that our staff are trained and updated regularly so we are also working hard to ensure our training and appraisal rates meet our targets each year.

Presentation Slides

Speaker's Narrative

Chief Executives within the Group 



Venessa Gardener
MRI



Mandy Bailey
Wythenshawe, Trafford,
Withington and Altrincham



Dena Marshall
RMCH



Michael McCourt
Manchester Local Care Organisation



Karen Connolly
Saint Mary's Hospital



John Ashcroft
MREH and UDHM



Ilen Lurcock
Clinical & Scientific Services

A key question that the CQC ask is whether a Trust is well-led. In our case, the feedback was very positive and I would like to thank both my colleagues on the Board and also our hospital and managed clinical service leadership teams for their outstanding commitment to our patients and staff.

We have six hospital and managed clinical services Chief Executives, as well as a Chief Executive for the Manchester Local Care Organisation (MLCO) 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.

We are very proud of all our staff at MFT and the way they go the extra mile to care for our patients and their families alongside the support they give to one another.

Presentation Slides

A snapshot: what we do



Between April 2018 and March 2019:

- **410,912** patients attended our A&E Departments
- **1,787,510** outpatient attendances
- **304,498** in-patients were treated and cared for
- **Over 13,000** babies were born

70 Years

Since the NHS was founded at Trafford Hospital

Lung Checks

Pioneered by MFT across Manchester to detect cancer early

Car-T

Revolutionary new cancer therapy available to both adults and children

Speaker's Narrative

I'd like now to look in more detail at what we do. MFT is 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 very busy year for all our teams. Here is a snapshot of the range of activity across our Trust in the past year:

- *Our A&E Departments saw almost 411,000 attendances*
- *1,787,510 patients attended their outpatient appointments across our hospitals*
- *Nearly 305,000 in-patients were treated and cared for in our hospitals*
- *More than 13,000 babies were born at our hospitals*

MFT also led the way with some landmark achievements:

- *We celebrated 70 years since the NHS was founded at Trafford Hospital on 4th July 1948 – a very special occasion that was celebrated with great joy and pride both here and across the nation*
- *Clinicians at Wythenshawe Hospital took part in the launch of a new national initiative to help improve early diagnosis for lung cancer and other respiratory conditions, offering innovative Lung Health Checks across North and East Manchester*
- *MFT was named as one of a very small number of centres in the UK to offer a revolutionary new cancer treatment (CAR-T), widely regarded as the most exciting cancer treatment development in decades. The treatment will be delivered at Royal Manchester Children's Hospital (RMCH) and Manchester Royal Infirmary (MRI).*

Presentation Slides

Our Services

Delivering patient benefits:

- ✓ Shared capacity for trauma surgery - MRI & Wythenshawe
- ✓ New MFT-wide Frailty Standards
- ✓ Improvements to fractured neck of femur service
- ✓ Centralised microbiology lab
- ✓ 100+ gynaecology patients seen faster through shared elective capacity – SMH & Wythenshawe



Speaker's Narrative

Integrating and transforming our services post-merger is delivering real benefits to our patients and staff. To share just a few examples:

- *Shared capacity for trauma surgery – Manchester Royal Infirmary & Wythenshawe*
- *New MFT-wide Frailty Standards*
- *Improvements to fractured neck of femur service*
- *Centralised microbiology lab*
- *100+ gynaecology patients seen faster through shared elective capacity – St Mary's Hospital & Wythenshawe.*

All our services are supported by the 'What Matters to Me' programme, which has been rolled out across all our hospitals and services to help us provide the best patient experience. It is based on extensive work, with patients and staff, to identify what is important to them when both receiving and giving care.

Presentation Slides

Research and Innovation

- MFT patients join 'first in UK' trials
- Awards for our researchers
- UK & international collaboration
- Improving research access:
 - ✓303 newly approved studies
 - ✓757 studies ongoing
 - ✓20,847 patients involved in studies



NHS
Manchester University
NHS Foundation Trust

Speaker's Narrative

Research and Innovation is a cornerstone of our vision 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.

Throughout the year a number of 'first in UK' trials have taken place across our hospitals, including:

- *A study investigating a new treatment for people at risk of developing acute pancreatitis*
- *A study comparing current treatment for complex abdominal aortic aneurysms*
- *A study evaluating a new treatment for cystic fibrosis.*
- *A study testing a new fully adjustable surgical implant to drain excess eye fluid caused by glaucoma.*

I'd like to share with you the words of Bernie, a glaucoma patient who took part in that trial: "I now feel empowered to know that I no longer need to take a 'wait and see' approach to the management of my glaucoma. Taking part in this research has given me a new lease of life."

Our research capacity and capabilities are continuing to grow – 2018/19 saw 303 newly approved and 757 ongoing studies. Our research teams are also hugely grateful to over 20,000 MFT patients who have taken part in research studies and clinical trials during the past 12 months.

Presentation Slides

Our people



- Launched our shared values and behaviours
- Recruiting high calibre staff
- Listening to our staff
- Employee Health and Wellbeing programme



Speaker's Narrative

But none of this would be possible without the skills, care and commitment of our staff. The Board of Directors knows just how much pressure everyone is under to maintain safe and compassionate patient services which is why we want to focus on recruiting and retaining highly motivated and well-qualified 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. Running through all of this is our Equality, Diversity and Inclusion Strategy, 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.

We're addressing this by growing the number of new roles such as advanced clinical practitioners across professions, accelerating improvement in digital, technological and improvement skills, growing our own programmes to build a long term supply of local staff such as through pre-employment experience and widening participation projects. For example we already have around 650 staff in over 30 different apprenticeship roles – a good position but we can go further and lead the way nationally by recruiting and developing even more apprentices. These initiatives all add to MFT's drive to create a contemporary workforce which is rewarding for staff.

Looking after our people is also a priority - MFT has an Employee Assistance Programme which is accessible to our 20,000 staff, 24 hours a day throughout the year. We supported over 400 staff who were part of 'Team MFT' in the Great Manchester Run in their race preparations, and also had our most successful ever winter flu vaccination programme for staff.

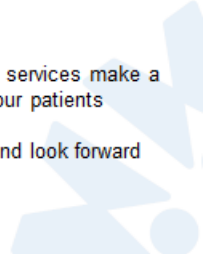
Listening to our 20,000 staff and sharing what we learn is another key focus for us – especially in a period of change and transition. We use many different channels and tools to listen to, engage with and support our staff across MFT, including quarterly staff opinion pulse checks to assess and understand progress, 'walk rounds' to increase the visibility of senior staff increasing the availability of staff health and wellbeing initiatives.

We also have Freedom To Speak Up Champions across MFT who encourage colleagues to speak out when something is not right. It's everyone's responsibility to help reduce incidents that lead to poor care or affect patient outcomes.



Some personal highlights during 2018/19

- **Consistent focus on basics of care** – working together to maintain a safe and caring environment for our patients
- **MFT Excellence Awards** - celebrating the very best of our MFT staff
- **Great Manchester Run 2018** – truly a team effort!
- **CQC inspection** – recognition of how MFT staff and services make a real difference to the experience and outcomes for our patients
- **NHS70** – fantastic opportunity to celebrate, reflect and look forward



I would like to take a moment to share with you some of my personal highlights during 2018/19:

- *Consistent focus on fundamentals – working together to maintain a safe and caring environment for our patients*
- *MFT Excellence Awards - celebrating the very best of our MFT staff*
- *Great Manchester Run 2018 – truly a team effort!*

And as I've already mentioned earlier:

- *CQC inspection – recognition of how MFT staff and services make a real difference to the experience and outcomes for our patients*
- *NHS70 – fantastic opportunity to celebrate, reflect and look forward.*

Presentation Slides



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 2018/19



Speaker's Narrative

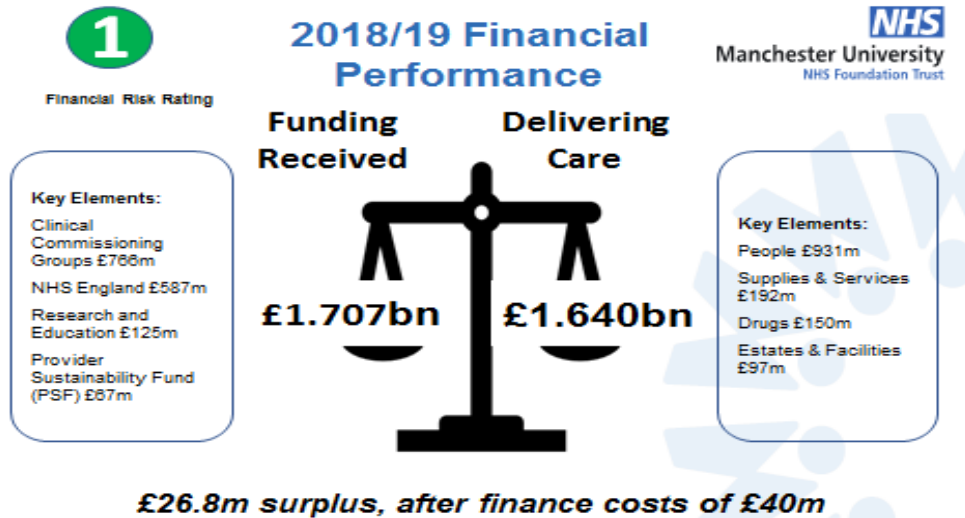
Once again this year has not been without its challenges as is the case for many NHS organisations. At MFT we have a ground-breaking opportunity to lead the way both locally and nationally in delivering high quality care and improving the health and wellbeing of our communities.

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 2018/19.

FINANCIAL REPORT 2018/19 – JENNY EHRHARDT, DEPUTY GROUP CHIEF FINANCE OFFICER

Presentation Slides





Speaker's Narrative



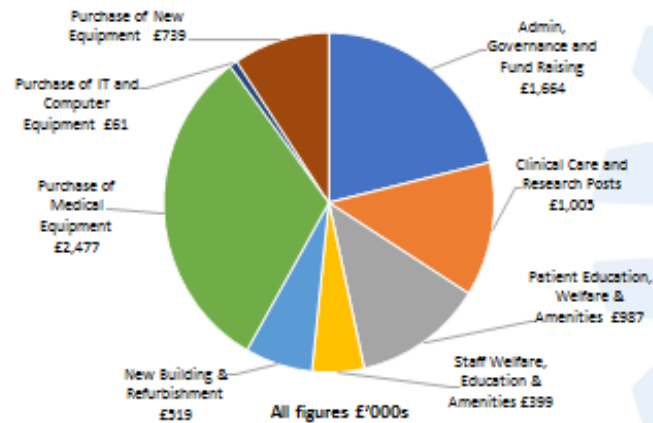
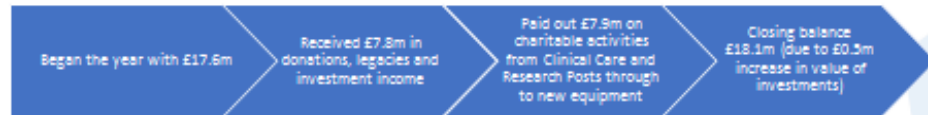
Jenny Ehrhardt, Deputy Group Chief Finance Officer presented an overview of the Financial Report 2018/19.

At year end, MFT achieved a surplus of £26.8 million – reinvested into delivering care to patients.

MFT ranked by regulators (NHS Improvement - NHSI) as having a financial risk rating of 1 (least risk).

Presentation Slides	Speaker's Narrative
<p data-bbox="197 395 562 432">2019/20 Financial Plan</p>  <p data-bbox="719 400 898 437">Manchester University NHS Foundation Trust</p> <p data-bbox="170 491 226 555"></p> <p data-bbox="232 475 815 564">Challenging Times – At the end of 2018/19, two-thirds of acute providers were in deficit (NHS Improvement)</p> <p data-bbox="170 639 226 703"></p> <p data-bbox="232 612 808 730">Good People doing a Good Job - World-class healthcare organisation with a strong history of delivery and transformation – as well as one of the largest local employers with over 20,000 staff</p> <p data-bbox="170 778 226 842"></p> <p data-bbox="232 778 853 842">2019/20 Plan - NHS Improvement set surplus target for 2019/20 of £13.8m with efficiency savings of £62m</p>	<p data-bbox="1173 395 2063 432"><i>2019/20 continues to be a challenging financial climate for the NHS:</i></p> <ul data-bbox="1223 469 2085 533" style="list-style-type: none"> <li data-bbox="1223 469 2085 533">• <i>At end of 2018/19, two-thirds of acute providers were in deficit (NHS Improvement)</i> <p data-bbox="1189 564 1749 601"><i>NHS Improvement 2019/20 Financial Plan:</i></p> <ul data-bbox="1223 639 2056 676" style="list-style-type: none"> <li data-bbox="1223 639 2056 676">• <i>Surplus target set at £13.8m with efficiency savings of £62m</i> <p data-bbox="1173 708 2007 772"><i>Work is continuing to be progressed to deliver plan however will continue to be a challenge going forward.</i></p>

MFT Charitable Funds



In 2018/19, MFT received £7.8 million in donations with thanks and appreciation being forwarded to all people who contributed:

MFT Charitable Funds:

- Paid out £7.9m on charitable activities ranging from Clinical Care and Research Posts through to new equipment
- Closing balance £18.1m (due to £0.5m increase in value of investments).

MEMBERSHIP REPORT – JAYNE BESSANT, LEAD & PUBLIC 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 near 47,000 members:

Circa 23,200 public members



Circa 23,400 staff members



England & Wales
Population 14%
MFT Members
21%

MFT's Ethnic minority
profiles (2011 Census)

Manchester
Population 35%
MFT Members
34%

Speaker's Narrative

Jayne Bessant, Lead & Public 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.

*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, each year we hold a key public membership recruitment event, and over the past year, our Governors' Membership & Engagement Sub-Group reviewed the Trust's membership profile so to identify key groups. The 2019 campaign was held during February/March with around 2,100 new public members being recruited across several profile groups (young people (11–16 and 17–21 years) and males plus the several key Ethnic Groups.

I am pleased to report that we now have a more diverse/representative membership having near 47,000 public and staff members.

Governors will continue to have a key role in ensuring that our membership profile is reflective of the diverse communities that we serve, and will continue to develop member recruitment and engagement initiatives in keeping with our overall Membership & Engagement Strategy.

My Nominated Governor colleagues from the Manchester BME Network and the Caribbean & African Health Network (Greater Manchester) will also continue to provide their support to ensure that we promote our membership opportunities across key BME networks and community groups.

Presentation Slides

How Governors represent you



Our Governor Aim is:

"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"

- 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 MFT's External Auditors and Non-Executive Directors and setting their terms of office
- Regularly receiving updates on major ongoing health programmes
- Contributing to MFT's Forward Plans and Quality Priorities.



Speaker's Narrative

In keeping with our statutory duties, our key aim is to proactively represent our members, as well as effectively holding Non-Executive Directors (NEDs) to account for the performance of the Board of Directors - to support this, we are guided by the following 3 key priorities:

- *To engage with members of the Trust and the public - exploring and developing innovative involvement and engagement opportunities*
- *To act as a link between the Board of Directors, members and the public - representing and sharing their interests and providing Board Performance assurance*
- *To develop our skills and knowledge as Governors in order to effectively fulfil our statutory role and responsibilities.*

We, as Governors, assure the performance of the Board, 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 and finance. We also regularly seek assurance about MFT's performance at our Council of Governors and the Trust's Board of Directors meetings.

To provide further support to Governors to effectively represent the interests of our members, the Trust set up three Sub-Groups:

- *Membership and Engagement*
- *Patient Experience*
- *Staff Experience.*

The Trust also ensures that we are regularly kept up to date on key developments and future plans including the Single Hospital Service and Manchester Local Care Organisation.

In keeping with our core statutory duties, Governors have approved the substantive appointment of MFT's External Auditor in addition to the appointment/reappointment of Group NEDs and set their terms of office.

We have also actively contributed to the performance review process of the Chairman and NEDs in addition to approving Quality Priority metrics (which is used to measure the quality of the care that MFT provides) as part of the Trust's Annual Quality Report and I would like to personally thank the Council of Governors for also electing me as their Lead Governor.

Governors are also actively involved in the forward planning process, regularly attending Clinical Service Strategy Sessions and I would like to thank members who last year, completed the Trust's Forward Plan Survey. Your views were shared with us and were considered by the BOD as part of 2019/20 Annual Plan development. If you would like share your views and 'tell us what matters to you' in preparation of our 2020/21 Plans, my Governor colleagues and I would be delighted if you would join us at the Membership Stand where you can complete this year's Forward Plan Survey.

Presentation Slides

Our Membership Engagement



- Share your views and suggestions with Governors
- Attend our interactive Annual Members' Meetings and Special Members' Meetings
- Attend our Annual Open Day for Young People
- Influence our decision making when developing our Annual Forward Plan – via our Forward Plan Survey: Tell us what matters to you
- Consider standing for election as a Governor and be part of our Council of Governors
- Read our Membership newsletter – MFT News
- Observe our Council of Governors' and Board of Directors' Meetings



Members: Your support and involvement is vital to our future success

Speaker's Narrative

There are numerous opportunities for members to get more involved and engage with me and my fellow Governor colleagues, to share your views and suggestions. For example, by attending events such as this Annual or our Special Members' Meetings. 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. You can also take part in our membership questionnaires - 'tell us what matters to you' Forward Plan Survey (copies available at the Membership Stand).

One of the biggest ways that you, as members, can get involved with our NHS Foundation Trust, is to put yourself forward to stand for election as a Governor and if elected, join me and my colleagues on our Council of Governors.

As Governors, we again this year had the privilege in participating in a programme of visits to see first-hand some of the key services provided across our hospitals and the outstanding care that MFT's staff provides to patients. This has helped us to understand some of the key priorities that are important to the patients who use MFT's services and also the staff who work here.

More information about MFT's hospitals and their achievements is included in the latest issue of our [membership newsletter \(MFT News\)](#) with another key feature including information about our CQC ratings - on behalf of my fellow Governors, I would like to pass on our congratulations to the Trust for receiving some excellent results with an overall rating of 'Good' and several areas rated 'Outstanding'. In the 'Your Governors and Members in Action' section of the newsletter, we share some of our highlights from the past year.

I'd also encourage you to find out more about the amazing work MFT staff do every day by visiting the information stands run by our hospital and managed clinical services teams in the ground floor exhibition area.

Finally, just to highlight that our members are very welcome to attend and observe MFT's Council of Governors and Board of Directors meetings – details are included in our newsletter and our website (www.mft.nhs.uk) or by contacting the Membership Office.

Presentation Slides

Governor Election Results (2019)



Newly elected/re-elected Public Governors:

- Janet Heron - Manchester
- Ann Kerrigan - Manchester
- Lisa Watson - Manchester
- Margaret Clarke - Trafford
- Dr Ronald Catlow - Rest of Greater Manchester
- Colin Potts - Rest of Greater Manchester
- Christine Turner - Rest of England and Wales

Newly elected/re-elected Staff Governors

- John Cooper - Nursing & Midwifery
- Rachel Koutsavakis - Non-Clinical & Support
- Esther Akinwunmi - Other Clinical

New Nominated Governors:

- Bethan Rogers - Youth Forum
- Dr Shruti Garg - The University of Manchester
- Cllr James Wilson - Manchester City Council



Speaker's Narrative

MFT'S Council of Governors has 32 Governors of which 24 are elected and 8 are nominated Governors all of whom are enthusiastic in representing you as staff and public members as well as the general public. I'd like to thank those Public and Nominated Governors who have retired over the past year for their very valuable contribution they are Dr Syed Ali, Stephen Caddick, John Churchill, Alix Joddrell-Banks, Karen Morris, Dr Jenny Myers, Dr William O'Neill, Cllr Tracey Rawlins and Brook Taylor.

I'm delighted to announce the results of our recent 2019 Governor elections which were held across four public constituencies and three staff classes - I would like to formally welcome the following Governor colleagues who will join me and my fellow Governors:

Public Governors:

*Janet Heron - Manchester
Ann Kerrigan - Manchester
Lisa Watson - Manchester
Margaret Clarke - Trafford
Dr Ronald Catlow - Rest of Greater Manchester
Colin Potts - Rest of Greater Manchester
Christine Turner - Rest of England and Wales*

Staff Governors:

*John Cooper - Nursing & Midwifery
Rachel Koutsavakis - Non-Clinical & Support
Esther Akinwunmi - Other Clinical*

Nominated Governors:

*Bethan Rogers - Youth Forum
Dr Shruti Garg - The University of Manchester
Cllr James Wilson - Manchester City Council.*

I am confident they will all do an excellent job in representing you, our members. Please do come and talk to me and my fellow Governor colleagues at the Membership stand later or contact the Foundation Trust Membership Office (<https://mft.nhs.uk/the-trust/governors-and-members/>) if you would like more information about Membership, Governors and/or our involvement opportunities.

LOOKING AHEAD IN 2019/20 – SIR MICHAEL DEEGAN CBE, GROUP CHIEF EXECUTIVE

Presentation Slides

Speaker's Narrative

Our Strategic Aims



- Complete the creation of a **Single Hospital Service** for Manchester with minimal disruption, ensuring planned benefits are realised in a timely manner
- Improve **patient safety, clinical quality** and **outcomes**
- Improve the **experience of patients**, carers and their families
- Develop single services that **build on the best** from across all our hospitals
- Develop our **research portfolio** and deliver cutting edge care to patients
- Develop our **workforce**, enabling each member of staff to reach their full potential
- Achieve **financial sustainability**

At MFT we have set out a number of clear strategic aims which will help us to develop our services over the coming months and years – 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.*

Looking Ahead



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



When we are putting together our future plans to achieve these aims, we have to look at the bigger picture and set them in the wider context. I'd like to share with you some of the current factors which are influencing our thinking:

National Context & Brexit

We are in a period of considerable political uncertainty and change, leading to an election in the coming weeks and a new government which will undoubtedly include the NHS among its priorities.

Recent NHS investments have been announced and it's great to see the North Manchester site will have investment into a new mental health facility (£72 million to transform Park House) – a brilliant opportunity to turn the therapeutic environment around.

In terms of EU Exit, Greater Manchester and Trust governance arrangements remain in place. Work is intensifying through our EU Exit Contingencies Group which Julia Bridgewater (Group Chief Operating Officer) chairs. The aim is to mitigate any risks well in advance of any exit from the European Union. Support for staff who have come from the EU is being provided – we have about 1000 people working as part of MFT and we're keen that they stay.

Presentation Slides

Looking Ahead

- **The National Picture**

- NHS Long Term Plan
- Impact of the EU Exit


Manchester University
NHS Foundation Trust



Speaker's Narrative

The NHS long term plan has a strong focus on prevention, out of hospital care and joint working across health and social care. The Interim People Plan links to this agenda and highlights the importance of focusing on culture – supporting staff, creating the right environment for staff development and making the NHS a great place to work. Whilst these are a challenging set of objectives, they are ones that MFT is keen to harness and build on the work we have in place.

We continue to work through the opportunities for us at MFT e.g. Lung Cancer Screening and CURE programme being rolled out nationally. We are connected into the National Clinical Strategy and our leading work as a Biomedical Research Centre.

We are well placed within the Genomics and Precision Medicine field with the NW Genomic Laboratory Hub, development of Qiagen City Labs 2.0 and our work on Artificial Intelligence linking to Health Innovation Manchester.

Presentation Slides

Looking Ahead



- In Greater Manchester

- Pennine Acute Hospitals Trust transactions
- Improving Specialised Care Programme



Speaker's Narrative

Across Greater Manchester the acquisition of North Manchester General Hospital (NMGH) - the work to bring NMGH into MFT is continuing. The initial April 2020 target date is likely to stretch further into 2020 largely because of the complex nature of the transaction and scale of capital and revenue required to safely transfer NMGH into MFT. NHS Improvement is looking at options so progress can be made over the coming months.

NMGH needs very significant levels of investment to reorganise the site and provide appropriate facilities for delivering high quality, modern healthcare. Because of this we are working with key partner organisations such as the City Council and Commissioners to develop an ambitious plan that would see the site transformed into an integrated health campus, providing a wide range of health, social care and related functions.

This includes exploring how investment can be drawn in, not just from Government, but from interested parties such as Bruntwood, Homes England and The Co-op to regenerate the local area, with stronger communities and more job opportunities.

Improving Specialised Care Programme – work to reconfigure a number of acute and specialised services has been on-going for some time. Currently Greater Manchester is bringing all this work together and understanding the feasibility and impact. Decisions on which organisations will take the lead for particular services will be made in the coming weeks and months. MFT remains in a strong position particularly in relation to breast, paediatric surgery and vascular services.

More broadly, there are some changes at a Greater Manchester level which will bring opportunities for MFT. The key will be to make sure we carefully prioritise those things we aim to do above and beyond the national 'must dos'. In essence making sure every bit of effort is put in to improving local services.

Presentation Slides

Looking Ahead

• Locally in MFT

- Deliver the benefits of integration
- Continue major capital investment in our sites and services
- Electronic Patient Record (EPR) Programme
- Focus on basics of care and using our resources well


Manchester University
NHS Foundation Trust



Speaker's Narrative

Locally in MFT:

- *Deliver the benefits of integration while ensuring we continue to deliver the basics to the highest possible standard*
- *Commence the implementation of our Clinical Service Strategy – this means building on our existing strengths across the whole range of services that we provide - from A&E to genomics. It means using our research expertise so that we remain at the forefront of the delivery of clinical care and it means working with our partners to develop outstanding integrated local services. By doing this we will ensure that our services meet the needs of our patients both now and in the future.*
- *Major investment in our sites at Wythenshawe and Oxford Road – Wythenshawe Masterplan, Manchester Royal Infirmary Accident & Emergency Department, Helipad and Royal Manchester Children's Hospital Emergency Department*
- *Developing a new Electronic Patient Record to help us realise our ambitions by introducing cutting edge technology to support clinicians to deliver world class patient care. Procurement of the new system is nearing completion and the aim is to have it in use from autumn 2022.*

As you will appreciate from our presentations today, health and care services nationally and locally are likely to face both challenges and opportunities over the coming months. I am optimistic that at MFT we have the people, skills, resources and commitment to deliver high quality care at every point in life's journey – from delivering babies to providing compassionate end of life care.

Thank you for your support today and everyone at MFT looks forward to continuing to care for you and your families across our hospitals and community services.

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

Presentation Slides

MFT's Board of Directors



Kathy Cowell OBE DL
Chairman



Barry Clark
Deputy Chairman



John Amaschi OBE
Non-Executive Director



Professor Dame Sue Bailey OBE OBE
Non-Executive Director



Dr Ivan Bennett
Non-Executive Director



Professor Luke Georgiou
Non-Executive Director



Nic Gower
Non-Executive Director



Christine McLoughlin
Non-Executive Director/
Senior Independent Director



Trevor Rees
Non-Executive Director



Sir Michael Deegan CBE
Chief Executive



Gill Heaton OBE
Deputy Chief Executive



Damon Banks
Director of Strategy



Peter Slythin
Director of Workforce & Corporate Business



Julie Bridgewater
Chief Operating Officer



Professor Jane Edleston
Joint Medical Director



Professor Cheryl Lenney
Chief Nurse



Miss Toli Oman
Joint Medical Director



Adrian Roberts
Chief Finance Officer

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 were raised by attending members (public and staff) and members of the general public:

- **Clarification was sought as to whether any services had been moved out of hospital?**

In response, the Manchester Local Care Organisation has been established to more effectively join up hospital and community services care with a programme of work involving the Trust's Respiratory Team (Consultant Physicians) who recently looked at patient pathways and specifically Chronic Obstructive Pulmonary Disease (COPD) to enable more care to be provided in the community e.g. via virtual clinics and appropriate care being provided in the Primary Care setting. Going forward, further work will be progressed (led by Clinicians) to determine more effective ways of caring for patients in the community.

- **Patient experience cited with clarification being sought in relation to the Trust's provision of "Teenage Wards" for young patients who are transitioning from children's services to adult services and specifically post-surgery young patients – parents not able to provide the same level of support by being with their teenager to the same extent as they are when they are a child.**

In response, the Trust has a dedicated Young People Cancer Ward in the Royal Manchester Children's Hospital with assurance provided that further provisions around transition services/wards tailored for Young People would be looked into going forward (to further support and improve experiences for young people who are transitioning between children's and adult services).

- **Clarification was sought in relation to the Trust's plans to transfer services into the community setting.**

In response, assurance was provided that the Trust is developing plans, in relation to patient pathways, in order to support patients to receive care and treatment in the community and minimise the need for admission into hospitals (where appropriate) with work ongoing with the Manchester Local Care Organisation (responsible for delivering a range of services including community health services and adult social care) to facilitate this process going forward. In addition, the North Manchester General Hospital re-development also includes plans to transform the site into an integrated health campus, providing a wide range of health, social care and related functions.

- **Clarification was sought as to the Trust's plans to work collaboratively to provide mental health services.**

In response, the North Manchester General Hospital re-development plans includes the establishment of a new facility dedicated to mental health services (£72 million investment to transform Park House) with assurance provided that the Trust is progressing plans, in collaboration with partner organisations including City Council and Commissioners.

- **Patient experience cited with thanks and appreciation being forwarded to the Manchester Royal Eye Hospital for the outstanding treatment received.**

Thanks and appreciation were forwarded to staff, volunteers and Governors for their hard work and commitment to the Trust 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 (2018/19) and our forward plans (2019/20) 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 '**Caring for You**' (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.