

**COUNCIL OF GOVERNORS’ MEETING**

**(PUBLIC)**

**Wednesday, 23rd November 2022**

**1.30pm – 3.45pm**

**Ground Floor Meeting Room,**

**Nowgen Centre, ORC**

**NOTES OF MEETING**

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| **PRESENT:** | |
| Kathy Cowell | Presiding Chair – Group Chairman |
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| **Governors – Public Constituency:** | |
| Dr Syed Ali | Manchester |
| Dr Ivan Benett | Manchester |
| Richard Harvey | Rest of Greater Manchester |
| Janet Heron | Manchester |
| Dr Gill Hoad-Reddick | Manchester |
| Dr Michael Kelly | Manchester |
| Harold Myers | Rest of Greater Manchester |
| Sheila Otty | Rest of England & Wales |
| Jane Reader | Trafford |
| Carol Shacklady | Rest of Greater Manchester |
| Chris Templar | Eastern Cheshire |
| Christine Turner | Rest of England & Wales |
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| **Governors – Staff Constituency:** | |
| Esther Akinwunmi | Other Clinical |
| Eunice Onwuamaegbu | Nursing & Midwifery |
| Geraldine Thompson | Lead & Staff Governor (Other Clinical) |
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| **Governors – Nominated Partner Organisations:** | |
| Mayor Chris Boyes | Trafford Borough Council |
| Lois Dobson | Youth Forum |
| Cllr Afia Kamal | Manchester City Council |
| Sarah Price | GM Integrated Care Board |
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| **IN ATTENDANCE:** | |
| Rachel Bayley | Group Director of Operations |
| Julia Bridgewater | Group Executive Director, Senior Responsible Officer for Hive |
| Sir Mike Deegan | Group Chief Executive |
| Prof Jane Eddleston | Group Joint Medical Director |
| Jenny Ehrhardt | Group Chief Finance Officer |
| Nick Gomm | Director of Corporate Business/Trust Board Secretary |
| Gill Heaton | Group Deputy Chief Executive |
| Prof Cheryl Lenney | Group Chief Nurse |
| Claire Macconnell | Group Director of Human Resources |
| Trevor Rees | Group Non-Executive Director |
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| **NOTES PREPARED BY:** | |
| Donna Beddows | FT Membership Manager/Deputy Trust Board Secretary |
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| **APOLOGIES:** | |
| **Governors:** | |
| Aysha Ahmad | Staff Governor - Non-Clinical & Support |
| Ann Balfour | Public Governor - Trafford |
| David Brown | Nominated Governor - MFT Volunteer Services |
| Dr Ronald Catlow | Public Governor - Rest of Greater Manchester |
| John Churchill | Public Governor - Manchester |
| Flo Emelone | Staff Governor - Non-Clinical & Support |
| Paul Gibson | Public Governor - Rest of Greater Manchester |
| Prof Anne-Marie Glenny | Nominated Governor – Manchester University |
| Rev Charles Kwaku-Odoi | Nominated Governor - Caribbean & African Health Network |
| Prof Ian Pearce | Staff Governor - Medical & Dental |
| Cllr Julie Reid | Public Governor - Manchester |
| Karen Scott | Staff Governor – Nursing & Midwifery |
| Circle Steele | Nominated Governor - Manchester BME Network |
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| **Directors:** |  |
| Angela Adimora | Group Non-Executive Director |
| Darren Banks | Group Director of Strategy |
| Gaurav Batra | Group Non-Executive Director |
| Peter Blythin | Group Executive Director of Workforce & Corporate Business |
| Barry Clare | Group Deputy Chairman/Non-Executive Director |
| David Furnival | Group Chief Operating Officer |
| Prof Luke Georghiou | Group Non-Executive Director |
| Nic Gower | Group Non-Executive Director |
| Chris McLoughlin | Group Senior Independent Director/Non-Executive Director |
| Miss Toli Onon | Group Joint Medical Director |
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| **Agenda Item 1: Welcome to the Meeting of the MFT Council of Governors & Outline of Meeting Format** | | |
| The Group Chairman (Kathy Cowell) opened the meeting by thanking all present for participating in the Council of Governors’ Meeting (held in-person). | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 2: To Receive Apologies for Absence** | | |
| Nick Gomm, Director of Corporate Business/Trust Board Secretary informed participants of the following apologies received:  **Governors:**  Aysha Ahmad - Staff Governor (Non-Clinical & Support)  Ann Balfour - Public Governor (Trafford)  David Brown - Nominated Governor (MFT Volunteer Services)  Dr Ronald Catlow - Public Governor (Rest of Greater Manchester)  John Churchill - Public Governor (Manchester)  Flo Emelone - Staff Governor (Non-Clinical & Support)  Paul Gibson – Public Governor (Rest of Greater Manchester)  Prof Anne-Marie Glenny - Nominated Governor (Manchester University)  Rev Charles Kwaku-Odoi - Nominated Governor (Caribbean & African Health Network)  Prof Ian Pearce - Staff Governor (Medical & Dental)  Cllr Julie Reid - Public Governor (Manchester)  Karen Scott - Staff Governor (Nursing & Midwifery)  Circle Steele - Nominated Governor (Manchester BME Network).    **Directors:**  Angela Adimora - Group Non-Executive Director  Darren Banks - Group Director of Strategy  Gaurav Batra - Group Non-Executive Director  Peter Blythin - Group Executive Director of Workforce & Corporate Business  Barry Clare - Group Deputy Chairman/Non-Executive Director  David Furnival - Group Chief Operating Officer  Prof Luke Georghiou - Group Non-Executive Director  Nic Gower - Group Non-Executive Director  Chris McLoughlin - Group Senior Independent Director/Non-Executive Director  Miss Toli Onon - Group Joint Medical Director. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 3: Declarations of Interest** | | |
| Kathy Cowell, Group Chairman 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** |

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| **Agenda Item 4: Group Executive Directors’ Reports** | | |
| Key information in relation to each item presented made available to Governors (in preparation of the meeting), via the ‘*Council of Governors’ Public Meeting Presentation Pack (23rd November 2022)*’.  **4.1) Group Chief Executive Officers Report**  Sir Mike Deegan, Group Chief Executive Officer highlighted the key presentations being provided by Executive Directors/Directors in relation to ‘Operational Recovery and Winter Planning’, ‘Workforce’, ‘MFT’s Financial Position’ and ‘Hive’.  System wide pressures were cited across the NHS with the Trust working with community colleagues to ensure patient safety remains the key focus over the coming winter months.  The key benefits of the Trust’s research portfolio alongside the positive impact that the Hive (electronic patient record) system has had on enhancing patient care were highlighted with further updates being planned for Governors in the New Year.  **4.2) Update on Operational Recovery and Winter Planning**  Rachel Bayley, Group Deputy Chief Operating Officer, presented key information in relation to the ‘Operational Recovery and Winter Planning’ (including long-waits, Cancer, Urgent Care, COVID Position and the Winter Plan).  Associated Questions Raised by Governors:  Assurance was sought regarding ‘long-waits’ and specifically the potential impact on a patient’s health condition as a result of long-waiting times for treatments. In response, assurance was provided that the Trust as part of the Greater Manchester system-wide approach (collaborative working), regularly reviews and validates patient waiting lists to ensure that clinical priorities (deteriorations) are readily captured, and appropriate treatments scheduled as part of this monitoring process.  Assurance was sought regarding the robustness of the Trust’s Resilient Discharge Programme. In response, assurance was provided that the Trust has worked closely with the Manchester and Trafford Local Care Organisations to ensure appropriate ‘out of hospital care’ is provided to patients who have ‘no reason to reside’. More detailed information to highlight this key programme of work to be provided to Governors at a future session.  Issues were cited in relation to a negative patient experience as a result of pressures in A&E at Wythenshawe Hospital (included communication and vending machine stock maintenance). In response, acknowledgement was given that unfortunately negative patient experiences can sometimes occur when demand pressures are high, with encouragement being given to highlight these as and when appropriate to do so, so that learning can be taken on board to improve experiences going forward with follow up enquiries being made to ensure remedial actions put in place.  **4.3) Update on Workforce**  Claire Macconnell, Group Director of Human Resources presented key information in relation to ‘Workforce’ (including Trust Absence Trends since April 2021, Employee Health and Wellbeing and Industrial Action).  Associated Questions Raised by Governors:  Clarification was sought as to how the Trust was supporting staff. In response, safe staffing tools/systems have been established by the Trust to ensure all wards have the required staffing levels. The Trust has also developed recruitment and retention initiatives which have had a positive impact in reducing vacancy rates. Initiatives include international recruitment processes to appoint nursing and midwifery staff alongside medical staff. A programme of staff health and wellbeing initiatives have also developed with an extensive range of offers being provided by the LIME Arts Team (key initiatives being funded via the Trust’s Charities Team).  Clarification was sought as to whether there are hotspot areas where sickness/absence levels are higher than expected. In response, the Trust has a robust monitoring system which enables sickness/absence data to be reviewed in real time and in return, put in place measures/plans to address any issues identified.  Clarification was sought if there were any common denominators relating to staff sickness/absence due to mental health problems. In response, confirmation was provided that circa. 19% of staff mental health sickness/absence is due to stress/anxiety, the majority of which were related to long-term sickness/absence. Individual case reviews are undertaken alongside each HR Director having a hospital action plan in order to support staff to return work as and when appropriate.  Issues were cited in relation to lengthy dental waiting lists. In response, acknowledgement was given that challenges across Greater Manchester in relation to dental waiting lists have compounded further as a result of the COVID-19 pandemic (procedures were stopped due infection risks). Whilst dental procedures/treatments have started to be resumed, the impact upon dental health (adult and children) was felt would have been negatively impacted upon. A review is underway to explore working practices adopted by both the University and the Dental Hospital (post-graduate training).  Clarification was sought as to whether additional staffing had been secured to enable cancer and winter plans to be achieved (i.e. reduce 62-day target backlog, additional beds and ward capacity cited in plans). In response, confirmation was provided that recruitment initiatives, including international campaigns, had resulted in additional staff being appointed and in turn, enable plans to be fulfilled, going forward.  **4.4) Update of MFT’s Financial Position**  Jenny Ehrhardt, Group Chief Finance Officer presented key information in relation to MFT’s Financial Position (including MFT’s Financial Position to 31st October 2022 and MFT’s Forecast Financial Position to year-end).  Clarification was sought as to whether there were plans in place to progress North Manchester General Hospital redevelopment if the new hospital funding monies did not materialise from Government. In response, the Trust is continuing to communicate with Government (Secretary of State) to secure an outcome (monies) for the North Manchester General Hospital redevelopment with the progress made and/or outcome being available to Governors as soon possible (when received).  **4.5) Hive (Electronic Patient Record) Update following ‘Go Live’**  Julia Bridgewater, Group Executive Director and SRO Hive Programme presented key information in relation to the ‘Hive (Electronic Patient Record) following ‘Go Live’ (including ‘Go Live, Hyper Support Phase & Stabilisation’, ‘Hive activity so far’, ‘Post Live Readiness Assessments’ and ‘Stabilisation priorities’).  Associated Questions Raised by Governors:  Clarification was sought as to the costs involved to implement Hive alongside ongoing learning/benefits. In response, costs are in the region of circa. £61m for the current year with ongoing savings and benefits being projected year on year. An immediate benefit realised is the ability to capture clinical information in real-time which has enabled diagnostic lists to be reviewed, challenges identified, and remedial actions put in place in a more robust/timely manner.  Several user issues/challenges (MyMFT and Hive System) were highlighted by Governors (patient and staff). In response, acknowledgement was given that work is progressing to resolve user issues that have come to light following the recent system ‘Go Live’ date in September 2022. User support information and guidance would be shared with Governors with a further Hive update session being provided going forward.  Clarification was sought regarding the Hive hardware (device) costs involved. In response, around £8m was spent on kit for the system with a further £8m being spent on end user devices e.g. PCs, roaming devices etc. Attention was drawn that whilst further kit replacements (costs) would be required on an ongoing basis, costs would reduce in comparison to this year’s spend. | | |
| **Decision:**  Governor Session to be arranged re; Trust’s Resilient Discharge Programme  Key information to be provided to Governors regarding Research and Innovation/Manchester Biomedical Research Centre  MyMFT/Hive user support information/guidance and a further update to be shared with Governors | **Action by:**  **Katy Calvin-Thomas**  **Dr Iain McLean**  **Julia Bridgewater** | **Date:**  **December 2022**  **February 2023**  **February 2023** |

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| **Agenda Item 5: To approve the minutes of the Council of Governors’ Virtual Meeting (public) on 13th July 2022 and any Matters Arising** | | | | |
| The minutes of the Council of Governors’ ‘virtual’ Meeting (public) held on 13th July 2022 were approved as being an accurate record. | | | | |
| **Decision:**  **Noted** | | **Action by:**  **N/A** | **Date:**  **N/A** | |
| **Matters Arising from Previous Minutes (13th July 2022)** | | | | |
| The Group Chairman (Kathy Cowell) informed Governors that all matters arising from the previous minutes had been progressed. | | | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | | | **Date:**  **N/A** |

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| **Agenda Item 6: Chairman’s Verbal Report** | | |
| The Chairman (Kathy Cowell) provided a verbal report with the following key information being highlighted:   * The appointment of Mark Cubbon as MFT’s new Chief Executive was approved by Governors at their recent Extraordinary Meeting of the Council of Governors (virtual) on  7th November 2022. Appreciation and admiration were forwarded on behalf of the Council of Governors to Sir Michael Deegan for his leadership of the Trust over the past two decades. It is anticipated that early next year Mark will take on his new role as MFT’s Chief Executive with arrangements being put in place over the coming months to meet Governors. * The recruitment process to replace two Group Non-Executive Directors (NEDs) (one of whom has recently stepped down and the other whose term of office is coming to an end in December 2022) is ongoing. Thanks, and appreciation were forwarded to  Barry Clare for his contribution to MFT as Group Deputy Chairman (stepping down from his role in December 2022), whose advice and counsel has been greatly valued over the years. Attention was drawn to the skills and expertise Barry provides as Chair of MFT’s EPR Scrutiny Committee which contributed greatly to the successful implementation of Hive. * New Governors were welcomed to the first Council of Governors’ Meeting since formally starting in office in September 2022 with thanks being forwarded to Governors whose term of office ended this year (including Ann Kerrigan, Lisa Watson, John Cooper,  Rachel Koutsavakis, Shruti Garg, James Wilson and Margaret Clarke). * Attention was drawn that a review of MFT’s Board-level governance structures and processes is underway. The purpose of the review is to ensure that processes continue to be as efficient and effective as possible following the governance changes implemented during the COVID-19 National Emergency alongside being in keeping with the new Code of Governance recently published by NHS England (October 2022). The resultant key findings will be considered by the new Chief Executive to inform the future governance structure, with further updates being provided to Governors going forward. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 7: Governance** | | |
| **7.1) Governor Election Results**  Nick Gomm, Director of Corporate Business/Trust Board Secretary invited Governors to formally receive the ‘Report of Voting’ for MFT’s 2022 Governor Elections alongside noting the 2022 Governor Nominations received:  Elected Public Governors:   * Janet Heron – Public: Manchester * Dr Ivan Benett – Public: Manchester * Dr Gill Hoad-Reddick – Public: Manchester * Ann Balfour – Public: Trafford * Dr Ronald Catlow – Public: Rest of Greater Manchester * Harold Myers – Public: Rest of Greater Manchester * Richard Harvey – Public: Rest of Greater Manchester * Christine Turner – Public: Rest of England and Wales   Elected Staff Governors:   * Aysha Ahmad – Staff: Non-Clinical & Support * Eunice Onwuamaegbu – Staff: Nursing & Midwifery * Karen Scott – Staff: Nursing & Midwifery * Esther Akinwunmi – Staff: Other Clinical   New Nominated Governors:   * Sarah Price – Nominated: Greater Manchester Integrated Care Board * Prof Anne-Marie Glenny – Nominated: University of Manchester * Cllr Afia Kamal – Nominated: Manchester City Council   Newly elected and nominated Governors alongside re-elected Governors formally started in office following MFT’s ‘virtual’ Annual Members’ Meeting (20th September 2022).  **7.2) Lead Governor Election Results 2022**  Nick Gomm, Director of Corporate Business/Trust Board Secretary informed Governors that the result of MFT’s Lead Governor Elections for 2022, was as follows:   * Geraldine Thompson - duly elected by the Council of Governors * Voting turnout rate being 100% of which 66% of votes were received by Geraldine * In keeping with MFT’s Constitution, Geraldine will serve a 12-month term of office as MFT’s Lead Governor *(3rd term of office to formally commence at the end of the Private Meeting of the Council of Governors’ Meeting held on 23rd November 2022 with this 3rd term of office ending at the Council of Governors’ Meeting scheduled for 22nd November 2023)*.   The Chairman, Trust Officers and fellow Council of Governors passed on their congratulations to Geraldine on her successful re-election as MFT’s Lead Governor. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**    **N/A** |

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| **Date and Time of Next Meeting** |
| **Please note reformatted Governor Meeting Date for 2022:**  **Extraordinary Meeting of the Council of Governors**  **Wednesday, 14th December 2022 at 10.00am**  **(as part of the Governor Winter Development Session)**  **NEW 2023 MEETING DATES:**  **Wednesday, 8th February 2023 at 1.30pm – 4.00pm**  *Nowgen Centre, Oxford Road Campus*  **Tuesday, 2nd May 2023 at 1.30pm – 4.00pm**  *Citylabs Building 1.0, Oxford Road Campus*  **Wednesday, 12th July 2023 at 1.30pm – 4.00pm**  *Nowgen Centre, Oxford Road Campus*  **Wednesday, 22nd November 2023 at 1.30pm – 4.00pm**  *Nowgen Centre, Oxford Road Campus*  **Please note that in response to the**  **COVID-19 National Emergency, all Council of Governors’**  **meeting arrangements remain under review** |