

**COUNCIL OF GOVERNORS’ MEETING**

**(PUBLIC)**

**Wednesday, 25th May 2022**

**1.30pm – 3.40pm**

**Ground Floor Meeting Room,**

**Nowgen Centre, Oxford Road Campus**

**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 Ronald Catlow | Rest of Greater Manchester |
| Margaret Clarke | Trafford |
| Janet Heron | Manchester |
| Ann Kerrigan | Manchester |
| Sheila Otty | Rest of England & Wales |
| Jane Reader | Trafford |
| Carol Shacklady | Rest of Greater Manchester |
| Christine Turner | Rest of England & Wales |
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| **Governors – Staff Constituency:**  |
| Esther Akinwunmi | Other Clinical |
| Flo Emelone | Non-Clinical & Support |
| Prof Ian Pearce | Medical & Dental |
| Geraldine Thompson | Lead Governor & Staff - Other Clinical |
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| **Governors – Nominated Partner Organisations:**  |
| Cllr Chris Boyes | Trafford Borough Council |
| Lois Dobson | Youth Forum |
| Dr Shruti Garg | Manchester University |
| Circle Steele | Manchester BME Network |
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| **IN ATTENDANCE:**  |
| Angela Adimora | Group Non-Executive Director |
| Peter Blythin | Group Executive Director of Workforce & Corporate Business |
| Julia Bridgewater | Group Chief Operating Officer/SRO Hive Programme |
| Barry Clare | Group Deputy Chairman/Non-Executive Director |
| Sir Mike Deegan | Group Chief Executive |
| David Furnival | Deputy Group Chief Operating Officer |
| Nick Gomm | Director of Corporate Business/Trust Board Secretary |
| Rachel McIlwraith | Operational Finance Director |
| Chris McLoughlin | Group Senior Independent Director/Non-Executive Director |
| Fin McNicol | Group Director of Communications |
| Miss Toli Onon | Group Joint Medical Director |
| Trevor Rees | Group Non-Executive Director |
| Simon Walsh | Group Procurement Director & Joint GM Procurement Lead |
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| **NOTES PREPARED BY:**  |
| Donna Beddows | FT Membership Manager/Deputy Trust Board Secretary |
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| **APOLOGIES:**  |
| **Governors:**  |
| Ivy Ashworth-Crees  | Public - Rest of Greater Manchester |
| David Brown | Nominated - MFT Volunteer Services |
| John Churchill | Public - Manchester |
| John Cooper | Staff - Nursing & Midwifery |
| Paul Gibson | Public - Rest of Greater Manchester |
| Dr Michael Kelly | Public - Manchester |
| Rachel Koutsavakis | Staff - Non-Clinical & Support |
| Rev Charles Kwaku-Odoi  | Nominated - Caribbean & African Health Network |
| Colin Potts | Public - Rest of Greater Manchester |
| Cllr Julie Reid | Public - Manchester |
| Chris Templar | Public - Eastern Cheshire |
| Lisa Watson | Public - Manchester |
| **Directors:** |  |
| Darren Banks | Group Director of Strategy |
| Prof Dame Sue Bailey | Group Non-Executive Director |
| Gaurav Batra | Group Non-Executive Director |
| Prof Jane Eddleston | Group Joint Medical Director |
| Jenny Ehrhardt | Group Chief Finance Officer |
| Prof Luke Georghiou | Group Non-Executive Director |
| Nic Gower | Group Non-Executive Director |
| Gill Heaton | Group Deputy Chief Executive |
| Prof Cheryl Lenney | Group Chief Nurse |

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| **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 participating in the first Council of Governors’ in-person meeting since the onset of the COVID-19 National Emergency and associated first lock-down (March 2020). |
| **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:** Ivy Ashworth-Crees - Public Governor (Rest of Greater Manchester)David Brown - Nominated Governor (MFT Volunteer Services)John Churchill - Public Governor (Manchester)John Cooper - Staff Governor (Nursing & Midwifery)Paul Gibson - Public Governor (Rest of Greater Manchester)Dr Michael Kelly – Public Governor (Manchester)Rachel Koutsavakis - Staff Governor (Non-Clinical & Support)Rev Charles Kwaku-Odoi - Nominated Governor (Caribbean & African Health Network)Colin Potts - Public Governor (Rest of Greater Manchester)Cllr Julie Reid - Public Governor (Manchester)Chris Templar - Public Governor (Eastern Cheshire)Lisa Watson - Public Governor (Manchester).**Directors:** Darren Banks - Group Director of StrategyProf Dame Sue Bailey - Group Non-Executive DirectorGaurav Batra - Group Non-Executive DirectorProf Jane Eddleston - Group Joint Medical DirectorJenny Ehrhardt - Group Chief Finance OfficerProf Luke Georghiou - Group Non-Executive DirectorNic Gower - Group Non-Executive DirectorGill Heaton - Group Deputy Chief ExecutiveProf Cheryl Lenney - Group Chief Nurse. |
| **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**  |
| **4.1) MFT’s Response to the on-going COVID-19 National Emergency**Sir Michael Deegan, Group Chief Executive provided a brief overview of MFT’s response to the COVID-19 National Emergency and highlighted the ongoing challenges that MFT, and the wider NHS healthcare system across the Greater Manchester conurbation, continue to experience as a result of COVID-19 whilst driving through the recovery programme. Thanks and appreciation were forwarded to all MFT staff for all their hard work, commitment, and dedication throughout the past two years. They have continued to provide care and treatments to COVID patients, alongside going the extra mile to deliver MFT’s recovery programme. Particular attention was drawn to MFT’s position in terms of ‘general capacity and demand’. Governors have been regularly appraised of the Staff Health and Wellbeing support and initiatives that have been put in place, throughout the pandemic, with a further update being provided by Peter Blythin (Group Executive Director or Workforce & Corporate Business) as part of this agenda item.Key drivers going forward include reducing to zero, by the end of June 2022, the 104-week waiters, in addition to the effective implementation of the HIVE (electronic patient record) programme. New ways of mutual working across Greater Manchester hospitals (established through the pandemic), will help to deliver the healthcare and services to patients in a more robust way, going forward, and ultimately benefit patient care across the wider GM footprint.**Workforce including Overview of Health & Wellbeing Key Outcomes**Peter Blythin, Group Executive Director of Workforce & Corporate Business presented key information in relation to ‘Trust Absence Trends Since May 2021’, ‘Health & Wellbeing Priority Areas’, ‘Mental Health Support Initiatives’ ‘MSK Support Initiatives’, ‘COVID-19/Long COVID Support Initiatives’, ‘Mental Health Key Outcomes’, and ‘COVID-19/Long COVID Key Outcomes’. Associated Questions Raised by Governors: Attention was drawn to ‘Staff psychological wellbeing’ outlined as a high-level risk and assurance was sought as to how the Trust ensures that the staff health and wellbeing support/initiatives are sufficiently mitigating this risk. In response, all risks, including plans put in place (mitigating actions taken), are robustly monitored by the Trust’s GROC (Group Risk and Oversight Committee) with any issues requiring further remedial actions, being identified as part of this Committee. In order to provide Governors with a more in-depth (dedicated) session around the Trust’s Risk process, the suggestion was made for the ‘Overview of MFT’s Current High-Level Risks’ to be presented at the next Governor Session.**Latest position on General Capacity & Demand and Recovery Programme**David Furnival, Group Director of Operations, presented key information in relation to ‘COVID Response’, ‘Elective Recovery’ and ‘Urgent & Emergency Care’. Associated Questions Raised by Governors: Further information was sought regarding the recent outage of the Northern Care Alliance (NCA) IT systems (including North Manchester General Hospital). In response, assurance was provided that the challenges that are being experienced at North Manchester General Hospital around their existing IT systems, are expected to be resolved shortly and the implementation of the new Hive system will help prevent such issues occurring again. Collaborative/supportive working between MFT and the NCA will also assist in implementing the new IT system effectively. Attention was drawn that a more detailed presentation around the Hive programme is being provided as part of this agenda item.Clarification was sought regarding any ongoing impact on elective services as a result of the previous lightning storm damage to Trafford Hospital. In response, assurance was provided that, whilst some services are being delivered in different ward areas (than prior to the lightning damage), the elective recovery programme continues to be progressed with Trafford Hospital being an integral part of the delivery of these services i.e., elective ‘green’ hub. Further workforce and estate modelling exercises will continue to be explored to expand the recovery (elective) programme, going forward.Attention was drawn to the negative impact upon a patients’ quality of life as a consequence of long-waiting lists. In response, assurance was provided that as part of the COVID-19 National Emergency arrangements put in place, robust waiting lists reviews are continually undertaken/monitored to ensure clinical priority patients are identified and treated as a matter of priority. The vast majority of patients on long-wait lists are therefore categorised as ‘P4’ (benign) patients, with acknowledgement being given that further work is required as part of the recovery programme, to reduce long-wait lists from 78 to 52 weeks. Of note, new appointments are being established (medical and nursing staff), to ensure patient safety and associated clinical priorities, continue to be robustly monitored as part of the waiting list review process. Challenges were cited in relation to a number of Trusts being unable to discharge patients in a timely manner (highlighted in the media), with clarification being sought regarding the outlined ambition of providing a quality service to patients that is similar to a private experience including the provision of quality patient food. In response, David Furnival explained that improving the patient experience to be the best that it can be remains a key focus for MFT. Lessons learnt/best practice being adopted from other healthcare providers, including private organisations, was therefore cited as being an important factor when striving to make improvements and specifically in relation to short-stay healthcare services. In relation to food quality, Sodexo colleagues have been developing a number of patient menus (food choices) over a number of years, with regular food tasting exercises being undertaken as part of this programme of patient experience work. Work is also progressing to explore options in relation to the patient discharge process, with potential new pathways being identified/facilitated as part of the redevelopment of MFT’s Emergency Departments (Project Red).**4.2) Finance Update****2021/22 Year-End Update**Trevor Rees, Group Non-Executive Director/Chair of Finance Scrutiny Committee, presented key information in relation to ‘2021/22 Results’ on behalf of Jenny Ehrhardt (Group Chief Finance Officer). Thanks, and appreciation were forwarded to the Finance Team for successfully delivering MFT’s financial plan (2021/22) with a surplus of £13.1m being achieved. Attention was drawn that the ‘2022/23 Planning Update’ will be presented at the next Council of Governors’ Meeting. **4.3) Hive Programme Update**Julia Bridgewater, Group Chief Operating Officer and Senior Responsible Officer (Hive Programme), presented key information in relation to ‘How we arrived here’, ‘What you need to know about Hive’, ‘Hive Governance’, ‘Hive Programme Update – the journey to *Go Live’,* ‘Our MFT Journey to Hive’, ‘Testing’, ‘Data Transfer’, ‘Dress Rehearsals’, ‘Training’, ‘Go Live’, ‘Engagement is Key’ and ‘Go Live is only the beginning’. Associated Questions Raised by Governors: Clarification was sought as to the robustness of the Hive testing processes, including complete system failure scenarios alongside cyber-attack contingency plans. In response, assurance was provided that the Hive system has been implemented within other global and UK organisations, with lessons learnt from their implementation (‘go-live’) processes being an important factor of MFT’s Hive implementation. EPIC (Hive system) do have tried and tested contingencies in place to protect the integrity of their systems, with additional external assessments also being conducted by Deloitte (external auditors).Clarification was sought that Hive training is available across all MFT sites alongside the availability of Hive Champions. In response, confirmation was provided that Hive training packages are being successfully delivered across all MFT sites with feedback from Clinicians being extremely positive in terms of the new system’s facilities (associated patient workflows). Confirmation was provided that the Hive training programme includes Champions (super-users) who provide training to fellow colleagues/peers. The adaptability of the training programme enables packages to be updated/delivered more readily with bespoke training also being provided, based on staff feedback.Clarification was sought as to whether any staff training issues were anticipated going forward, based on lessons learnt from other organisations who have implemented the system, and due to training being delivered throughout the forthcoming summer vacation period. In response, assurance was provided that IT helpdesk facilities (formal logging of issues), enables resolutions to be found as and when individuals encounter issues. Attention was drawn to the need to ensure Hive training is available throughout the forthcoming months so that staff (both existing and new), are able to access, navigate and undertake key functions appropriate to their role in preparation of the Hive ‘Go-Live’ date on 8th September 2022. A further Hive Update will be provided to Governors at the next Governor Session.  |
| **Decision:** **2022/23 Financial Planning Update’ to be presented at the next Council of Governors’ Meeting****A further HIVE Update to be provided to Governors at the next Governor Session** | **Action by:** **Jenny Ehrhardt****Julia Bridgewater** | **Date:** **13th July 2022****28th June 2022** |

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| **Agenda Item 5: Overview of MFT’s Current High-Level Risks** |
| ‘Overview of MFT’s Current High-Level Risks’ was deferred to be presented in more detail at the next Governor Session. |
| **Decision:** **‘Overview of MFT’s Current High-Level Risks’ to be presented at the next Governor Session** | **Action by:** **Toli Onon** | **Date:** **28th June 2022** |

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| **Agenda Item 6.1: To approve the minutes of the Council of Governors’ Virtual Meeting (public) on 9th February 2022 and any Matters Arising** |
| The minutes of the Council of Governors’ Virtual Meeting (public) held on 9th February 2022 were approved as being an accurate record. |
| **Decision:** **Noted** | **Action by:** **N/A** | **Date:** **N/A** |
| **Agenda Item 6.2: Matters Arising from Previous Minutes (9th February 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 7: Chairman’s Verbal Report** |
| The Chairman (Kathy Cowell) provided a verbal report with the following key information being highlighted:* The Government has recently reduced the COVID alert level from 4 to 3 and is no longer considered to be a National Emergency. Associated COVID restrictions have been removed with thanks and appreciation being forwarded to Governors for participating in the first in-person Council of Governors’ Meeting since the first COVID lockdown (March 2020).
* MFT continues to provide a broad range of support to staff affected by the events in Ukraine, alongside providing care and treatment to Ukrainian children and supporting the national effort through the provision of medical equipment and supplies.
* As part of the North Manchester Strategy, preparations are underway to start work on the North Manchester General Hospital site, with initial ground works being undertaken to build the new multi-storey car park and cycle hub (scheduled to open in March 2023). The national ‘New Hospitals Programme’ decision in relation to North Manchester General Hospital site is awaited.
* A number of young people (53) have gained employment with MFT via the Government’s Kickstart scheme which has been set up to counter the impact of the pandemic on young people’s employment prospects. Going forward, as the largest employer in the city of Manchester, MFT will continue to support employment initiatives to help Manchester and the wider Greater Manchester communities thrive.
* MFT recently launched ‘Be. Inclusive’ campaign, which encourages staff to get involved in creating inclusive services and workplaces so that all members of staff feel that they belong and that the diversity of patients’ needs are met.
* The recent Lime Arts 3-day Festival (‘Create, Connect and Unwind’) was highlighted as being a great success at raising awareness of MFT’s staff health and wellbeing programme. The festival showcased artwork created by MFT staff alongside external artists (including music and dance performances).
* Plans are being progressed for MFT to celebrate Armed Forces Day on 23rd June 2022 (Wythenshawe Hospital). This celebratory event is being provided to recognise the valuable role staff have contributed in supporting the armed forces, alongside the work undertaken to support armed forces’ veterans. A Governor invite has been recently circulated to participate in this key event.
* On 29th June 2022, MFT will formally launch the opening of the Rare Conditions Centre. Governors are invited to attend both the public launch alongside the academic session at which rare conditions experts will present their current work and plans.
* An invitation will be circulated to Governors to participate in MFT’s forthcoming Volunteer Events, which are being held to celebrate ‘National Volunteers Week’ (events to be held 30th May – 1st June 2022 across MFT’s hospital sites).
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| **Decision:** **Invitation to be circulated to Governors to participate in MFT’s Volunteer Events (30th May – 1st June 2022).**  | **Action by:** **Donna Beddows** | **Date:** **26th May 2022** |

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| **Agenda Item 8: Lead Governor Verbal Report** |
| The Lead Governor (Geraldine Thompson) provided a verbal report with the following key information being highlighted:* Thanks, and appreciation were forwarded to Governors for sharing their views around the format of Council of Governors’ Meetings, with most colleagues expressing a preference for this meeting to be held in-person.
* The Group Chairman and NED Appraisal processes are progressing well with thanks being forwarded to Governors for completing the associated questionnaire (100% return rate achieved). Confirmation was provided that the overall key findings have been shared with the Group Chairman (as part of the ongoing NED appraisal process) alongside Gayna Deacon, as the independent/external appraisal specialist (as part of the Chairman 360-degree appraisal process). Of note, two dates (May/June 2022) are also available to Governors who wish to participate in the associated Group Chairman’s 360-degree Performance Review telephone interview process, with encouragement being given to participate, if available to do so.
* Attention was drawn that the associated Governor Appraisal Panel is to be convened over the coming weeks with an invitation e-mail being sent to Governors to forward expressions of interest in joining this panel. In keeping with previous years, the panel will meet (early July 2022) to consider the performance findings for both the Group Chairman and each Group NED. This will subsequently be presented with any recommendations to fellow Council of Governors at the next meeting scheduled for 13th July 2022.
* Governors were reminded that at the previous Council of Governors’ Meeting (9th February 2022), Governor colleagues agreed to commence the External Auditor appointment process, with the associated expressions of interest being invited to join the Governor External Auditor Panel. Following the Governor interest received, Chris Boyes (Nominated Governor), Esther Akinwunmi (Staff Governor) and Carol Shacklady (Public Governor) alongside Geraldine Thompson (Lead and Staff Governor) have been working with Nic Gower (Chair of the Audit Committee/Group NED) to take forward the External Auditor appointment process. Of note, the panel’s recommendations will be presented at the next Council of Governors’ Meeting scheduled for 13th July 2022.
* Recent donations made by ‘Wythenshawe COVID Community Support Group’ (circa. £2K), will be utilised to provide additional benches at Wythenshawe Hospital, one of which will feature in the new, staff well-being garden. The donation has been made by this Community Support Group to commemorate those lost in the community to COVID alongside, a form of appreciation for staff.
* Congratulations were forwarded to participants (circa. 450 staff) and organisers of the recent ‘Team MFT’ blue wave, who took part in the Manchester 10K run (21st May 2022). As part of this event, those lost and injured in the Manchester Arena attack (22nd May 2017) were also remembered.
* Recent participation in MFT’s Complaints Scrutiny Committee was highlighted to Governors with the Group Non-Executive Director Chair of this Committee recently being given to Nic Gower (following Ivan Benett’s retirement as the Committee Chair/Group Non-Executive Director role).
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| **Decision:** **Noted** | **Action by:** **N/A** | **Date:** **N/A** |

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| **Agenda Item 9: Governance** |
| **9.1) MFT’s Governor Elections/Nominations - 2022**Nick Gomm, Director of Corporate Business/Trust Board Secretary invited Governors to review the ‘Governor Elections/Nominations (2022)’ paper and highlighted that the election process is due to commence over the coming summer months (notification to be sent to all qualifying members). Of note, Governor elections are being held in four Public Constituencies alongside three Staff Constituencies (Classes). A total of seven Public Governors seats are open to Public Members in Manchester, Trafford, Rest of Greater Manchester and Rest of England & Wales Constituencies. A total of four Staff Governor seats are open to Staff Members in Nursing and Midwifery, Other Clinical and Non-Clinical & Support Classes.In addition to the above elected seats, Governor nominations will also be sought from partner organisations.The results of the elections alongside the nominations received will be formally announced at the forthcoming Annual Members’ Meeting (20th September 2022).Clarification was sought regarding the Nominated Governor seats that are open for this year’s nomination process. In response, confirmation was provided that nominations will be sought from Manchester City Council alongside Manchester University. Of note, considering the impending enactment of the new Health and Care Act (2022), associated guidance will be sought to identify an alternative nominating organisation in place of the previous Manchester Health & Care Commissioning Group. **9.2) MFT’s Council of Governors’ Declaration of Interest Register – 2022/23**Nick Gomm, Director of Corporate Business/Trust Board Secretary invited Governors to review the Governors’ Declaration of Interest Register (2022/23) which captures the updated declarations received from Governors recently. Governors were thanked for completing their declarations in a timely manner, with attention being drawn that the register will be published on MFT’s website shortly. If any changes to their Interests occur during the year, Governors were asked to forward an updated declaration form/information to Donna Beddows (Foundation Trust Membership Manager/Deputy Trust Board Secretary). |
| **Decision:** **Noted** | **Action by:** **N/A** | **Date:** **N/A** |

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| **Date and Time of Next Meeting** |
| **REMAINING 2022 MEETING DATES:****Wednesday, 13th July 2022 at 1.30pm – 4.00pm****Virtual Meeting** **Wednesday, 23rd November 2022 at 1.30pm – 4.00pm****Meeting format to be confirmed - Nowgen Centre, Oxford Road Campus****Please note that in response to the COVID-19 National Emergency, all Council of Governors’ 2022 meeting arrangements continue to remain under review** |