

**COUNCIL OF GOVERNORS’ MEETING**

**(PUBLIC)**

**Wednesday, 8th February 2023**

**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 |
| Ann Balfour | Trafford |
| Dr Ivan Benett | Manchester |
| Richard Harvey | Rest of Greater Manchester |
| Janet Heron | Manchester |
| Dr Gill Hoad-Reddick | Manchester |
| Sheila Otty | Rest of England & Wales |
| Carol Shacklady | Rest of Greater Manchester |
| Chris Templar | Eastern Cheshire |
| Christine Turner | Rest of England & Wales |
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| **Governors – Staff Constituency:** | |
| Aysha Ahmad | Non-Clinical & Support |
| Esther Akinwunmi | Other Clinical |
| Flo Emelone | Non-Clinical & Support |
| Eunice Onwuamaegbu | Nursing & Midwifery |
| Prof Ian Pearce | Medical & Dental |
| Karen Scott | 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 |
| Prof Anne-Marie Glenny | Manchester University |
| Rev Charles Kwaku-Odoi | Caribbean & African Health Network |
| Sarah Price | GM Integrated Care Board |
| Circle Steele | Manchester BME Network |
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| **IN ATTENDANCE:** | |
| Angela Adimora | Group Non-Executive Director |
| Darren Banks | Group Director of Strategy |
| Peter Blythin | Group Executive Director of Workforce & Corporate Business |
| Julia Bridgewater | Group Executive Director, Senior Responsible Officer for Hive |
| Dr Tanya Claridge | Acting Group Director of Clinical Governance |
| Sir Mike Deegan | Group Chief Executive |
| Prof Jane Eddleston | Group Joint Medical Director |
| Jenny Ehrhardt | Group Chief Finance Officer |
| David Furnival | Group Chief Operating Officer |
| Nick Gomm | Director of Corporate Business/Trust Board Secretary |
| Nic Gower | Group Non-Executive Director |
| Alison Haughton | Chief Executive – St Mary’s Hospital |
| Gill Heaton | Group Deputy Chief Executive |
| Prof Cheryl Lenney | Group Chief Nurse |
| Trevor Rees | Group Non-Executive Director |
| Damian Riley | 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:** | |
| David Brown | Nominated Governor - MFT Volunteer Services |
| Dr Ronald Catlow | Public Governor - Rest of Greater Manchester |
| John Churchill | Public Governor - Manchester |
| Paul Gibson | Public Governor - Rest of Greater Manchester |
| Cllr Afia Kamal | Nominated Governor - Manchester City Council |
| Dr Michael Kelly | Public Governor - Manchester |
| Harold Myers | Public Governor - Rest of Greater Manchester |
| Jane Reader | Public Governor - Trafford |
| Cllr Julie Reid | Public Governor - Manchester |
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| **Directors:** |  |
| Gaurav Batra | Group Non-Executive Director |
| Prof Luke Georghiou | 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:**  David Brown - Nominated Governor (MFT Volunteer Services)  Dr Ronald Catlow - Public Governor (Rest of Greater Manchester)  John Churchill - Public Governor (Manchester)  Paul Gibson - Public Governor (Rest of Greater Manchester)  Cllr Afia Kamal - Nominated Governor (Manchester City Council)  Dr Michael Kelly - Public Governor (Manchester)  Harold Myers - Public Governor (Rest of Greater Manchester)  Jane Reader - Public Governor (Trafford)  Cllr Julie Reid - Public Governor (Manchester).    **Directors:**  Gaurav Batra - Group Non-Executive Director  Prof Luke Georghiou - 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 Chief Executive Officer’s Overview** | | |
| Sir Mike Deegan, Group Chief Executive Officer highlighted the key presentations being provided by Executive Directors/Directors in relation to ‘MFT’s current high-level risks’, ‘quality and safety strategy’, ‘maternity services update’, ‘operational delivery’, ‘MFT’s green plan’, ‘workforce’, ‘Hive’ and ‘finance update’ *(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 - 8th February 2023’)*.  The intensity of challenges impacting on NHS staff were outlined with the key focus remaining on patient safety alongside supporting staff health and wellbeing.  The support of Governors alongside their key role in seeking assurances on behalf of members and the public was also outlined. Thanks, and appreciation were forwarded to the Group Chairman and the senior leadership team for their commitment to MFT with their support and experience being provided to the new Group Chief Executive, Mark Cubbon.  Attention was drawn that Mark would be starting in office in early April 2023 with Sir Mike Deegan formally stepping down on 17th February 2023 with Gill Heaton, Group Deputy Chief Executive providing support in the interim, including handover arrangements. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 5: Overview of MFT’s Current High-Level Risks** | | |
| Dr Tanya Claridge, Acting Director of Clinical Governance presented key information in relation to the Trust’s ‘Current High-Level Risks’ (including ‘assessing and managing risk’, ‘risk profile’, ‘risk escalation’ and ‘strategic risks – 31st January 2023’).  Associated Questions Raised by Governors:  Clarification was sought around the ‘risk profile’ specifically in relation to research and innovation alongside the rationale behind all strategic risks being identified as red across the presented risk areas. In response, due to the nature of work undertaken by the different hospitals/managed clinical services, some risks are more mobile than others. Assurance was provided that work is ongoing to ensure appropriate risk profile alignment into the principal risk register with the scoring/colours being identified using the risk ‘likelihood’ and ‘impact’ (consequence) matrix. Attention was drawn that risks are assessed with mitigations being put in place to effectively manage and ultimately resolve issues over a set period of time. The benefits of Hive were cited which were also felt to further enhance the risk process and associated mitigating/remedial actions as a result of its recent implementation.  Clarification was sought as to the rationale why ‘corporate services’ has a risk profile and specifically has the most ‘red’ and ‘amber’ combined. In response, patient safety risks (NHS Constitutional Standards) are managed corporately across the Trust (being assessed at group level).  Clarification was sought in relation to the outlined scoring of the ‘cancer pathway delays’ consequence scoring of 3 (matrix scores = 1 being low and 5 being high). In response, the score allocated reflects the progress made to reduce treatment waiting times with the score being in relation to the Trust’s mitigating actions being progressed/met within a designated timeframe.  Clarification was sought around the NED members of the Governance and Risk Oversight Committee. In response, the Group Chief Executive is the Chair of this committee with Group Non-Executive Directors being invited to attend alongside receiving the associated meeting documents.  The suggestion was made that further information to highlight the progress made regarding the achievement of each risk’s mitigating actions be considered going forward to help support Governors gain more understanding around the Trust’s risk management process.  Clarification was sought in relation to the ‘staff psychological well-being’ risk and specifically what initiatives have been put in place to support staff. In response, mitigating actions that have been put in place are being progressed within the designated timeframe which has resulted in the risk scoring being reduced (from 20 to 15). Attention was drawn that around a third of staff absences are due to mental health challenges with the Trust putting in place a programme of staff health and wellbeing initiatives including LIME arts, staff Psychiatrist being appointed and staff webinars to provide various information and wellbeing advice (e.g. financial) being regularly available over a number of months/rolling programme. Further work is ongoing to explore additional wellbeing initiatives for staff (further information presented under agenda item 7.4).  Attention was drawn to the health inequalities work that is being progressed and recently included a workshop that MFT’s Chief Executives/senior leadership teams attended to discuss and take forward the associated strategy/work-streams. Key areas included out-patients, access and diagnostics with the finalised strategy being taken to the Board of Directors (anticipated March 2023). | | |
| **Decision:**  **Further updates/information around MFT’s Risks to be provided to Governors.** | **Action by:**  **Dr Tanya Claridge** | **Date:**  **July 2023** |

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| **Agenda Item 6: Quality and Safety Strategy Overview** | | |
| Dr Tanya Claridge, Acting Director of Clinical Governance presented key information in relation to the Trust’s ‘Quality and Safety Strategy’ (including ‘our drivers’, ‘our approach’, ‘the purpose’, ‘our strategy 2022-25’, ‘we are safe’, ‘we are effective’, ‘we are caring’, ‘we are responsive’, ‘we are well led’, ‘we make data count’, ‘we are confident’, ‘our delivery’ and ‘the outcome’.  Associated Questions Raised by Governors:  Clarification was sought that following the recent implementation of Hive, appropriate assurance mechanisms are in place to ensure the integrity of the data inputting into the Hive system. In response, the auditing firm Deloitte were commissioned to undertake key audits as part of the implementation process for Hive with the key findings being available at year end i.e. March 2023. Group NED assurance was provided that as part of the Hive implementation process, Deloitte confirmed that the system had been implemented correctly with attention being drawn that data integrity, whilst being too early to confirm currently, the outcome will be made available going forward. It is however felt that data including coding integrity had not reduced as a result of the Hive implementation process. Attention was drawn that as part of the Group NED senior walk-rounds, the observations/discussions held in relation to the Hive system enabled information (including anomalies) to be readily reviewed/monitored in real-time and any remedial actions taken. Group NEDs were an integral part of the Hive scrutiny and oversight process with a dedicated Electronic Patient Record (EPR) Scrutiny Committee being established to facilitate this key assurance process which was chaired by the former Group Deputy Chairman (Barry Clare). Following his recent retirement future meetings will be chaired by Gaurav Batra, Group NED. Of note, following the revalidation process, the recovery programme has effectively delivered the 104 week-wait list with the key focus now being to deliver the 78 week-wait list.  The suggestion was made that a dedicated session with Governors be held to provide further information around the Quality and Safety Strategy in addition to the proposed quality priorities for the Trust’s forthcoming Quality Account (part of the Annual Report 2022/23).  Clarification was sought regarding the Trust’s current committee structure and associated Group NED Chairs/membership. In response, as part of the ongoing governance review process, the current committee structure and memberships are being considered with an update/dedicated session being provided to Governors to provide the latest position. | | |
| **Decision:**  **A dedicated Governor session around the Trust’s Quality and Safety Strategy including the proposed quality priorities to be provided**  **A dedicated Governor session around the Trust’s ongoing Governance Review to be provided** | **Action by:**  **Dr Tanya Claridge**  **Kathy Cowell/ Nick Gomm** | **Date:**  **March 2023**  **March 2023** |

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| **Agenda Item 7: Summary updates from Board of Directors’ Meeting (held on**  **9th January 2023)** | | |
| *Associated Board of Directors’ Meeting (held on 9th January 2023) available at -*  [*https://mft.nhs.uk/app/uploads/2023/01/Public-BoD-09.01.23-combined-papers-updated-MFT-website.pdf*](https://mft.nhs.uk/app/uploads/2023/01/Public-BoD-09.01.23-combined-papers-updated-MFT-website.pdf)*:*  **7.1) Maternity Services Update**  Alison Haughton, Chief Executive of St Mary’s Hospital presented key information in relation to ‘Maternity Services’ (including ‘maternity incentive scheme (CNST)’, ‘Ockenden update’, ‘external review of governance processes’ and ‘SM MCS comparison with East Kent review’.  Associated Questions Raised by Governors:  Clarification was sought in relation to the Ockenden review. In response, the Ockenden review was an independent review chaired and undertaken by Donna Ockenden (Senior Registered Midwife) to look into the maternity care at The Shrewsbury and Telford Hospitals NHS Trust. Following the review, the final report outlined 15 immediate and essential actions that are required to improve maternity services across healthcare providers.  Clarification was sought regarding the parity of maternity services across MFT’s sites  i.e. St Mary’s, Wythenshawe and more recently North Manchester. In response, the maternity services across all three sites are an integral part of MFT following the merger of the former organisations i.e. CMFT (Central Manchester University NHS Trust), UHSM (University Hospital of South Manchester) and more recent acquisition of NMGH (North Manchester General Hospital). Key learning from the merger between CMFT and UHSM helped to inform the integration of maternity services for NMGH with work ongoing to take forward further service integration improvements. A brief overview was provided around the mutual aid cover provided to East Cheshire NHS Trust (Macclesfield Hospital).  Attention was drawn to the work progressed by the Trust/GM Integrated Care Team around the health inequalities/provision of maternity care for BAME communities which has seen positive developments/service provisions being provided to support and care for these patients.  **7.2) Update on Operational Delivery**  David Furnival, Group Chief Operating Officer presented key information in relation to the ‘Operational Delivery’ (including ‘long waits’, ‘cancer’ and ‘urgent care’).  Associated Questions Raised by Governors:  Clarification was sought regarding the ‘OPEL Level 4’ declaration by MFT (alongside other GM hospitals) in December 2022. In response, OPEL (Operational Pressures Escalation Level) is a framework whereby at level 4, pressures in the local health and social care system continue to escalate leaving organisations unable to deliver comprehensive care. Mutual aid is provided with the key focus being to ensure that patients receive the right care and treatment by appropriate healthcare providers.  Clarification was sought as to whether the recent strikes had had a negative impact on activity. In response, whilst Nursing staff in the majority of Trusts balloted in favour of industrial action, the threshold for MFT nursing staff was not met therefore did not take part in the recent industrial action. The Trust has worked collaboratively with other healthcare providers across the GM conurbation to help lessen the impact however elective and urgent care were reduced following the recent North-West ambulance strikes.  Clarification was sought regarding the progress made to improve/standardise clinical pathways as a result of the Single Hospital Services programme of work. In response, assurance was provided that a significant amount of work and progress has been made to standardise pathways with examples being cited in relation to oral/maxillofacial patient pathways. Acknowledgement was given however that the COVID-19 National Emergency has paused some plans. The recent implementation of Hive is proving beneficial in supporting productivity programmes. Further improvement works will continue to be progressed over the coming year, with Trafford Hospital being designated as MFT’s elective hub. Updates around the Single Hospital Service and associated clinical pathways will continue to be provided to Governors as part of the forward planning process.  **7.3) Update on MFT’s Green Plan**  David Furnival, Group Chief Operating Officer presented key information in relation to the ‘MFT’s Green Plan’ (including ‘performance headlines’ and ‘progress to date – carbon footprint’).  Associated Questions Raised by Governors:  Clarification was sought around the initiatives that are underway to reduce the amount of packaging used for medical items/medicines. In response, confirmation was provided that workstreams are being progressed around both the transportation and packaging used for medical items/medicines. Attention was drawn that a key focus of this area of work is to reduce the incineration of waste with further updates being provided to Governors going forward.  Clarification was sought around the initiatives that are underway to reduce patient inhaler waste. In response, the use of different types of inhalers was cited with recent challenges around prescribing practices being highlighted. Further work around medicine waste reduction is being progressed with attention being drawn to plans being taken forward to re-establish the Trust’s Green Awards (to celebrate award winning green initiatives undertaken by staff).  Issues were cited around the ongoing cost of living crisis with clarification being sought regarding food wastage initiatives. In response, assurance was provided that food wastage is monitored with initiatives including on-site retailers distributing food products to staff ahead of their use by dates.  Clarification was sought regarding the funding of green initiatives/workstreams to enable short-term increase in costs to be met in order to receive long-term benefits. In response, fundings secured from decarbonisation schemes i.e. green levies and grants in the main support the Trust’s plans/initiatives with bids being worked up in advance (for year ahead). Other cost savings are also used to support green initiates with some short-term capital costs being required to receive longer-term reduction in running costs i.e. replacement boilers etc.  **7.4) Update on Workforce**  Peter Blythin, Group Executive Director of Workforce & Corporate Business presented key information in relation to ‘Workforce’ (including ‘staff absence’, ‘employee health and wellbeing’, ‘people plan refresh’ and ‘industrial action’).  Associated Questions Raised by Governors:  Clarification was sought regarding the training provided by the Trust to facilitate and support the Mental Health First Aider programme alongside the continued availability of the ‘MFT Timeforme’ app. In response, the Trust has invested in a bespoke training programme to provide staff with the appropriate skills to become Mental Health First Aiders. Feedback from staff around this programme of work is positive with further roll-out planned going forward. Confirmation was provided that the ‘MFT Timeforme’ app availability for staff is to continue (service which provides help with a range of tasks such as finding tradespeople, locating local garages for car maintenance or MOT, helping with travel plans etc.).  Clarification was sought around the staff vacancy levels. In response, assurance was provided that MFT is currently in a better position than in previous years with current staff vacancy levels being lower. Work is progressing to enhance staff retention schemes with issues being cited in relation to Healthcare Support Workers and IT/Analyst roles.  Clarification was sought regarding any initiatives in place to subsidise on-site food costs for staff. In response, as part of the Staff Health & Wellbeing suite of offers in place, new initiatives are being explored which include the possibility of subsidising food costs (meal-deal options) for staff.  **7.5) Hive (Electronic Patient Record) benefits to date**  Julia Bridgewater, Group Executive Director and SRO Hive Programme presented key information in relation to the ‘Hive (Electronic Patient Record) benefits to date’ (including ‘five months since Go Live – Stabilisation Phase progress’).  Associated Questions Raised by Governors:  Clarification was sought regarding the compatibility of new medical devices with the Hive system which was felt beneficial in order to support the Trust’s innovation and development plans going forward. In response, assurance was provided that the integration of new medical devices is part of the capital programme for next year with work progressing in the interim to determine appropriate integration for compatible and intra-operable devices. | | |
| **Decision:**  Updates around MFT’s Green Plan to be provided to Governors including waste reduction plans (clinical/medicines) | **Action by:**  Rob Jepson | **Date:**  September 2023 |

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| **Agenda Item 8: Month 9 - Finance Update** | | |
| Jenny Ehrhardt, Group Chief Finance Officer presented key information in relation to MFT’s Financial Position (including MFT’s Financial Position to 31st December 2022 and MFT’s Forecast Financial Position to year-end).  Associated Questions Raised by Governors:  Clarification was sought regarding the rationale for the staff discrepancy element of the current financial position. In response, several factors were cited including staff pay award plans being lower than the actual award granted, alongside the overachievement of income. Attention was drawn that temporary staffing (agency costs) have also seen an increase in comparison to plans with initiatives being progressed to support agency staff in becoming substantive staff. Overall projected year-end position (2022/23) is estimated to be circ. £10m deficit with work continuing to manage competing pressures going forward.  Clarification was sought as to whether the new Hive system would hamper the use of medical locums/agency staff. In response, assurance was provided that Hive training is provided to medical locums/agency staff in preparation/support their system use.  Further understanding was requested in relation to the term ‘ICS envelope’. In response, nationally each Integrated Care System (ICS) is allocated some capital spending and in turn granted permissions to fund capital projects. For the forthcoming year 2023/24 the Greater Manchester Integrated Care Board envelop drops from circa. £230m to circa. £150m.  Clarification was sought around the term, ‘patients who have no reason to reside’. In response, this term describes patients who have been medically optimised (treatments and care given) and are medically well enough to be discharged from hospital however have not got somewhere adequate to go to where they can continue to be cared for. Funding issues around social care provisions were highlighted for elderly frail patients. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 9: To approve the minutes of the Council of Governors’ Meeting (public) on 23rd November 2022 and any Matters Arising** | | | | |
| The minutes of the Council of Governors’ Meeting (public) held on 23rd November 2022 were approved as being an accurate record. | | | | |
| **Decision:**  **Noted** | | **Action by:**  **N/A** | **Date:**  **N/A** | |
| **Matters Arising from Previous Minutes (23rd November 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 10: Chairman’s Verbal Report** | | |
| Agenda item stood-down due to time restraints. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Agenda Item 11: Lead Governor Verbal Report** | | |
| Agenda item stood-down due to time restraints. | | |
| **Decision:**  **Noted** | **Action by:**  **N/A** | **Date:**  **N/A** |

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| **Date and Time of Next Meeting** |
| **2023 – REMAINING MEETING DATES:**  **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** |