

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

Minutes of the Board of Directors Meeting Held on Wednesday 6 July 2022 at 2.00pm via Microsoft Teams

Present:

Russell Hardy	(RH)	Chairman
Glen Burley	(GB)	Chief Executive
Anne Coyle	(AC)	Managing Director
Paramjit Gill	(PG)	Nominated Non-Executive Director (NED)
Harkamal Heran	(HH)	Chief Operating Officer
Rosemary Hyde	(RHy)	NED
Kim Li	(KL)	Chief Finance Officer
Simon Page	(SP)	NED
Sue Whelan Tracy	(SWT)	NED

In attendance:

Jennie Bannon	(JB)	Associate Director of Improvement and Partnerships
Adam Carson	(ACar)	Chief Executive, Innovate Healthcare Services Ltd
Richard Colley	(RC)	NED (Non-Voting)
Phil Gilbert	(PGb)	NED (Non-Voting)
Sophie Gilkes	(SG)	Chief Strategy Officer
Gertie Nic Philip	(GP)	Chief People Officer
Scott Sanders	(SS)	Deputy Chief Medical Officer (deputising for Chief Medical Officer)
Dawn Spencer	(DSp)	Board Administrator
Ellie Ward	(EW)	Acting Chief Nursing Officer (deputising for Chief Nursing Officer)

There were four Governors and one member of the public also in attendance.

MINUTE **22.196**

LENGTH OF SERVICE RECOGNITION

The Chairman thanked Mr Ahmed Naji on behalf of the Board as he had just completed 48 years' service with South Warwickshire NHS Foundation Trust (SWFT). Mr Naji had been the absolute mainstay in the history of the Trust and the Board thanked him for his service in his absence as he was currently abroad.

Resolved – that the position be noted.

22.197

CHAIRMAN'S NOTE

The Chairman advised the following points:

The Annual Members Meeting/Annual General Meeting (AMM/AGM) that was scheduled for 15 August 2022, had been postponed due to a delay in Deloitte LLP (External Auditors) completing the Trust's audit for sickness reasons within Deloitte LLP and would be re-scheduled for 15 September 2022. *(Post Meeting Note: The AMM/AGM had subsequently been postponed to 27 September 2022).* Sincere apologies to those members who had arranged to attend. The Chief Executive explained that because the Annual Report and Annual Accounts had to be laid before Parliament they had to be submitted before the summer recess and due to the delay in completing the audit, this submission point had been missed.

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The Chairman advised that a Board Workshop had been held earlier that day which included a presentation from the Special Care Baby Unit (SCBU) and their recent BLISS Baby Charter Gold accreditation; an update from Warwickshire Care Collaborative; presentations from the Communications team and the Workforce team on Recruitment and Retention for Nurses and Clinical Support Workers (CSWs).

Resolved – that the position be noted.

22.198

APOLOGIES FOR ABSENCE

Apologies for absence were received from the Chief Nursing Officer, Chief Medical Officer, Miss Becker (NED), Dr Spraggett (NED) and the Trust Secretary.

Resolved – that the position be noted

22.199

DECLARATIONS OF INTEREST

There were no declaration of interest.

Resolved – that the position be noted.

22.200

MINUTES OF THE MEETING HELD ON 1 JUNE 2022

Resolved – that the Minutes of the meeting held on 1 June 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.

22.201

MINUTES OF THE EXTRAORDINARY MEETING HELD ON 15 JUNE 2022

Resolved – that the Minutes of the meeting held on 15 June 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.

22.202

MATTERS ARISING AND ACTIONS UPDATE REPORT

Actions Listed as Complete

The actions listed as complete in the Actions Update Report were noted and would now be removed from the report.

Resolved – that the position be noted.

22.203

ANNUAL REVIEW OF THE STANDING FINANCIAL INSTRUCTIONS AND SCHEME OF DELEGATION

The Chief Finance Officer presented the report which was taken as read.

The Chairman invited questions and perspectives, but there were no further comments.

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Resolved – that the amendments and changes to the Trust’s Standing Financial Instructions and Scheme of Delegation be approved and ratified as recommended by the Audit Committee.

22.204

CHIEF EXECUTIVE’S REPORT

The Chief Executive presented this report and highlighted that the SCBU achieved a BLISS Gold Accreditation and that Emma-Louise Evans, Nursery Nurse had been awarded a prestigious Nursing and Midwifery Award. The Chief Executive also highlighted the Messenger review of NHS Leadership, Fuller Stocktake of Primary Care, NHS England Consultations on Provider Governance and the Integrated Single Point of Access (iSPA) and Integrated Care Co-ordination (ICC) teams.

The Chairman invited questions and perspectives, and of particular note was the following point:

Mrs Hyde (NED) asked that when the Chief Executive speaks at a national level and, when referring to Foundation Trusts (FTs), to explain that reduction in freedoms had an impact on organisations such as SWFT. The Chief Executive responded that he had discussed the positivity that comes when responding quickly to patient needs at a recent Chief Executive’s Roundtable session. Capital freedoms was an issue as capital expenditure had to be contained within an overall system target.

The Chairman advised that the next Board meeting in August 2022 would be a three Boards meeting of the Trusts in the Foundation Group and would be a performance review across the Group. In preparation for the review the Integrated Performance Dashboard had been replaced with the Integrated Performance Report to provide a consistent approach across the Foundation Group.

Resolved – that the Chief Executive’s Report be received and noted.

22.205

INTEGRATED PERFORMANCE REPORT

The Managing Director presented this report and referenced the new style of reporting which had been created by colleagues in the Group Analytic Board so there would be consistency across the Foundation Group. There was further work to be completed in advance of the Group meeting in August 2022 such as incorporating a glossary. The Managing Director highlighted key points in the Executive Summary and in turn the Acting Chief Nursing Officer, Deputy Chief Medical Officer, Chief Operating Officer, Chief People Officer and Chief Finance Officer gave updates on their respective areas.

The Chairman invited questions and perspectives, and of particular note were the following points:

The Chairman asked the Acting Chief Nursing Officer what concerns were most troubling her at the present time. The Acting Chief Nursing Officer explained that staffing was an issue but that colleagues were working hard to

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ensure retention of staff was at the forefront. The Chief Executive advised that staff had been absent due to Covid-19 and that was making it harder for staffing levels but a considerable amount of work was going into recruitment and retention to make this improvement.

The Chief Executive commended the Chief Operating Officer and her operational team. The demand for Urgent Care and referrals were the highest they have ever been, Elective activity was higher than pre Covid-19 levels and now there was a spike in Covid-19 activity and teams were performing really well in keeping everyone safe and moving.

Mrs Whelan-Tracy (NED) spoke about the 28 day faster diagnosis standard and not being able to locate it in the report. In terms of treatment after diagnosis, she sought clarification around how confident the Chief Operating Officer was that the numbers would remain within target considering the high demand. The Chief Operating Officer advised that the 28 day faster diagnosis was included in the summary section and that in May 2022 it was at 66.7%. She explained that despite the increase in demand the conversion rate would stay the same. It was difficult to make predictions as to what the demand would be as it was so variable on a month to month basis. Investment had been made in pathways but they were dealing with a backlog of patients, which when seen, would put the figures back to being within target. A detailed summary would be produced if the demand became even more significant over the next month.

The Chief Executive spoke about the Elective Recovery Fund (ERF) calculation and advised that SWFT was one of the best acute providers in the Midlands despite having a high baseline. The complex mathematics behind the ERF was not delivering a suitable financial incentive.

Mrs Hyde (NED) sought clarification that the Trust was going to receive additional monies for inflation this year and assumed that this was not built into the break-even plan. She asked whether the deficit figure for month 2 would show an improvement once the additional monies were received. The Chief Finance Officer advised that it would not show an improvement. The Trust had been asked to improve the financial plan and resubmit a plan to deliver a £3m surplus position. The Chairman asked what plan University Hospitals Coventry and Warwickshire NHS Trust (UHCW) would be submitting. The Chief Finance Officer advised that the plan would be a £14m deficit but the system overall would be a break-even position.

The Chief Finance Officer agreed to send the system plans to the Chairman.

KL

Resolved – that

- (A) the Integrated Performance Report be received and noted; and**
- (B) the Chief Finance Officer provide the Chairman with data of the system plans for a break-even position.**

KL

22.206

MONTHLY SAFE STAFFING REPORT

The Acting Chief Nursing Officer presented the report which was taken as read. The Community Children's Nursing team had successfully recruited so the current risk on the register had been downgraded with the likelihood that it

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would be closed in a few months' time. The face to face recruitment programmes had been very successful. Theatre staff were an area of concern and the last face to face event had seen 80-90 applications that were received and applicants shortlisted with interviews to take place in the near future..

The Chairman invited questions and perspectives, and of particular note was the following point:

The Chief Executive commented that recruiting into a Theatre post and having a great response was excellent but that recruitment should be undertaken for the NHS rather than a specialised post and to divert the applicants who did not get shortlisted into other relevant posts in the organisation. The Acting Chief Nursing Officer advised that those who were not suitable for the Theatre roles would be offered other suitable opportunities within the Trust.

Resolved – that the Monthly Safe Staffing Report be received and noted

22.207

CAPITAL PROGRAMME QUARTERLY UPDATE REPORT

The Chief Strategy Officer presented the report and advised that work underway on the ground floor in Acorn House would be completed by September 2022. The first floor at Acorn House would enable the Trust to provide a better environment for community services with the co-location of safeguarding teams who were leading the way with agile working. The Chief Strategy Officer advised that it had been a difficult capital year for the Trust. The unallocated schemes had a value of over half a million pounds. The Capital Department Expenditure Limit (CDEL) tolerance that had been assumed had not been accepted by NHS England (NHSE) as part of the Capital plan submission so the total value that had not been allocated was over £400k for the Quarter. To note that the Cardiac Catheterisation Laboratory (Cath Lab) infrastructure would be one of the key schemes for 2022/2023.

The Chairman invited questions and perspectives, and of particular note were the following points:

The Chairman asked whether the Chief Strategy Officer had noticed an increase in costs due to inflation in current projects. The Chief Strategy Officer responded that it had been visible on all works and had especially impacted on the MacGregor Ward project where it was currently being assessed to bring it back into affordable limits.

Mr Page (NED) sought clarification that the Trust's share of the available capital in the Integrated Care System (ICS) was allocated on a fair shares basis. The Chief Finance Officer advised that there were ongoing discussions regarding the fair shares with the system. The Chief Executive explained that they were not allocated on a fair shares basis and what the Trust received was not quite the exact amount of a fair shares but should improve in the future.

Resolved – that the Capital Programme Quarterly Update Report be received and noted.

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DIGITAL HEALTH BOARD QUARTERLY UPDATE

The Chief Executive of Innovate Healthcare Services Ltd (Innovate) presented the report and advised that Innovate had received notification from NHSE that the Outline Electronic Patient Record (EPR) Business Case had been reviewed and advised that they were happy for Innovate to skip the formal approval and move immediately to a Full Business Case (FBC). The FBC would then be presented to the September 2022 Board meeting for approval. The Chief Executive of Innovate advised that there had been challenges for receiving data from GPs into the integrated care record and that an interim solution had been found. SWFT would be going live with the integrated care record to view from the 20 July 2022.

The Chairman invited questions and perspectives, and of particular note was the following point:

Mrs Hyde (NED) commented that in the news it was mentioned that the NHS App would be accessed by hospitals and therefore sought clarification around how it would interplay with the Trust's patient portal. The Chief Executive of Innovate advised that the patient portal providers were part of the NHS App programme and from later on in the year patients would be able to access the patient portal through the NHS App.

Resolved – that the Digital Health Board Quarterly Update be received and noted.

22.209

AUDIT COMMITTEE REPORT FOR 1 JUNE 2022 AND 15 JUNE 2022

Mrs Hyde (NED) presented the reports and advised that there were points from each paper to be highlighted.

The report from 1 June 2022 highlighted that the internal auditors carried out a review of the Pathway to Delivering Zero. The Trust scored '1' on a scale of 0-3. This score reflected the early stage of the journey and that there was further time needed to embed the carbon neutral plans into the organisation. The Scanning Bureau audit provided a Moderate Assurance that the Trust would meet the Business Standards Institute (BSI) standards when next assessed in 2023. Further work was needed on implementing recommendations made by the auditors.

The report from the 15 June 2022 highlighted that the Data Security and Protection Toolkit (DSPT) compliance review was signed off by the auditors as 'Standards Met' as at 30 June 2022. Sickness within the Deloitte, LLP team had caused some delay in signing off the Accounts but they did assure the Audit Committee that there were no significant issues identified and that the Value for Money review was satisfactory.

Mrs Hyde (NED) encouraged Board members to read the Auditor's Report, which was appended to the Board report, as it was an important reminder to see how Covid-19 had treated the Trust in a different way to other organisations who have benefitted from it.

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	<p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><u>Resolved</u> – that the Clinical Governance Committee Reports for 1 June 2022 and 15 June 2022 be received and noted.</p>	
22.210	<p><u>CLINICAL GOVERNANCE COMMITTEE REPORT FOR 8 JUNE 2022</u></p> <p>The Chairman presented the report which was taken as read.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><u>Resolved</u> – that the Clinical Governance Committee Report for 8 June 2022 be received and noted.</p>	
22.211	<p><u>FOUNDATION GROUP STRATEGY COMMITTEE REPORT FOR 31 MAY 2022</u></p> <p>Mr Page (NED) presented the report which was taken as read.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><u>Resolved</u> – that the Foundation Group Strategy Committee Report for 31 May 2022 be received and noted.</p>	
22.212	<p><u>BOARD ASSURANCE FRAMEWORK AND RISK QUARTERLY REPORT</u></p> <p>The Managing Director presented the report and advised that the report outlined the end of year Board Assurance Framework for 2021-22, the Board Assurance Framework for 2022-23 and highlighted the Red (15-25) risks on the Divisional Risk Register.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p>On behalf of the Board, the Chairman thanked colleagues for their work on producing the report.</p> <p><u>Resolved</u> – that</p> <ul style="list-style-type: none">(A) the end of year Board Assurance Framework for 2021/22 be received and noted;(B) the Board Assurance Framework for 2022/23 be received and noted, and(C) the Red (15-25) risks on the Divisional Risk Register be received and noted.	

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SUMMARY OF RATIFIED POLICIES

The Managing Director presented the report which included the summary of SWH 00530 – Information Security Policy and SWH 01626 – Internet Usage Policy.

The Chairman invited questions and perspectives, but there were no further comments.

Resolved – that the Summary of Ratified Policies report be received and noted.

ACTION

22.214

SUMMARY OF REPORTS FOR NOTING AND INFORMATION

The Board received and noted the summary of the Health and Safety Annual Report, Security Annual Report and the Security Standards Report.

The Chief Operating Officer commented that there had been an increase in violence, abuse and harassment towards staff and a lot of work had gone on to encouraging staff to report these incidences.

The Chairman invited questions and perspectives, and of particular note were the following points:

The Chairman asked whether the Security Team were trained and had delegated authority to use lockdown techniques. The Chief Operating Officer advised that the team were trained but rarely had to use the training techniques as de-escalation techniques were the first initiative.

Mrs Hyde (NED) sought clarification on what caused the high amount of security incidents at Stratford Hospital. The Chief Operating Officer agreed to provide information on the incidences to Mrs Hyde (NED)

HH

The Chairman asked for thanks from the Board to be passed to Security colleagues.

HH

Resolved – that:

- (A) the Summary of Reports for Noting and Information be received and noted;
- (B) the Chief Operating Officer to provide Mrs Hyde (NED) with information on security incidences at Stratford Hospital, and
- (C) the Chief Operating Officer pass on the Board's thanks to Security colleagues.

HH

HH

22.215

BOARD COMMITTEE MINUTES – OPEN MEETINGS

Resolved – that the Board Committee Minutes – Open Meetings for the Audit Committee meetings held on 13 April 2022 and 1 June 2022 and the Clinical Governance Committee meeting held on 11 May 2022 be received and noted.

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<u>MINUTE</u>		<u>ACTION</u>
22.216	<p><u>ANY OTHER BUSINESS</u></p> <p>There was no further business raised.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.217	<p><u>QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC</u></p>	
22.217.01	<p><u>Question from a Public Governor (Warwick and Leamington Towns)</u></p> <p><i>'In the Chief Operating Officer's Report it was stated that "The main areas of concern remain Urology, Gynaecology and Colorectal'. What are these concerns, and what is being done to rectify them?</i></p> <p>The Chief Operating Officer explained that the concern was regarding the tumour sites in cancer. In Urology there was a delay in diagnostics but there was a plan in place to close the gap. Gynaecology was improving and Colorectal was showing signs of improvement in the 28 day faster diagnosis. It was staff shortage against an unprecedented demand for services. Recruitment was ongoing in all areas. The Public Governor also asked if a robot would make a difference. The Chief Operating Officer responded that the robot would offer varied treatments but would not necessarily help the situation. The Chief Executive explained that robots would need operators and that they added precision to operations rather than speeding up productivity.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.217.02	<p><u>Question from a Public Governor (West Stratford and Borders)</u></p> <p><i>'In view of the latest wave of Covid infections with more than 300,000 daily new cases, will the Trust be requiring all visitors and patient facing staff to resume mask wearing'</i></p> <p>The Chief Executive explained that the situation was being closely monitored and masks were still being worn in clinical areas. Staff in non-clinical areas did not have to wear masks but staff could still wear masks if they wished. Visitors to the hospital were still required to wear a mask. The Trust was not seeing patients who were generally sick with Covid-19 and there not any patients who were on oxygen.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.217.03	<p><u>Question from a Public Governor (West Stratford and Borders)</u></p> <p><i>The Public Governor asked who were Innovate Healthcare Services Ltd.</i></p> <p>The Chairman explained that it was the name of the company that was set up when the SWFT and GEH Information Technology team were merged in 2021.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.218	<p><u>ADJOURNMENT TO DISCUSS MATTERS OF A CONFIDENTIAL NATURE</u></p>	

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- 22.219 **APOLOGIES FOR ABSENCE**
- 22.220 **DECLARATIONS OF INTEREST**
- 22.221 **CONFIDENTIAL MINUTES OF THE MEETING HELD ON 1 JUNE 2022**
- 22.222 **CONFIDENTIAL MINUTES OF THE EXTRAORDINARY MEETING HELD ON 15 JUNE 2022**
- 22.223 **CONFIDENTIAL MATTERS ARISING AND ACTIONS UPDATE REPORT**
- 22.224 **CARDIAC CATHETERISATION LABORATORY (CATH LAB) INFRASTRUCTURE CASE**
- 22.225 **APPOINTMENTS AND REMUNERATION COMMITTEE REPORT 8 JUNE 2022**
- 22.226 **HOST PROVIDER VERBAL UPDATE**
- 22.227 **BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING**
- 22.228 **ANY OTHER CONFIDENTIAL BUSINESS**
- 22.229 **DATE AND TIME OF NEXT MEETING**

The next meeting would be held virtually on Wednesday 7 September 2022 at 2.00pm.

Unfortunately, due to national guidance around the COVID-19 pandemic, members of the public would be unable to attend in person but would be able to register to join virtually and would be invited to submit questions in advance. The meeting would be recorded and published on the Trust's website following the meeting.



Signed

Russell Hardy

(Chairman)

Date 7 September 2022