

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

Minutes of the Board of Directors Meeting Held on Wednesday 1 June 2022 at 2.00pm via Microsoft Teams

Present:

Russell Hardy	(RH)	Chairman
Charles Ashton	(CA)	Chief Medical Officer
Glen Burley	(GB)	Chief Executive
Yasmin Becker	(YB)	Non-Executive Director (NED)
Paramjit Gill	(PG)	Nominated NED
Rosemary Hyde	(RHy)	NED
Kim Li	(KL)	Chief Finance Officer
Simon Page	(SP)	NED
David Spraggett	(DS)	NED
Sue Whelan Tracy	(SWT)	NED

In attendance:

Sarah Collett	(SC)	Trust Secretary
Richard Colley	(RC)	NED (Non-Voting)
Anjali Dave	(AD)	Associate Director of Operations for Family Health
Phil Gilbert	(PGb)	NED (Non-Voting)
Sophie Gilkes	(SG)	Chief Strategy Officer
Claire Hinds	(CH)	Associate Director of Operations for Support Services (deputising for Chief Operating Officer)
Gertie Nic Philib	(GP)	Chief People Officer
Maria Pearman	(MP)	Deputy Head of Midwifery
Radhae Raghavan	(RR)	Associate Medical Director
Dawn Spencer	(DSp)	Board Administrator
Ellie Ward	(EW)	Acting Chief Nursing Officer (deputising for Chief Nursing Officer)

There were two Governors and two members of the public also in attendance.

MINUTE

22.160

APOLOGIES FOR ABSENCE

Apologies for absence were received from the Managing Director, Chief Nursing Officer; and Chief Operating Officer.

Resolved – that the position be noted

22.161

DECLARATIONS OF INTEREST

Dr Spraggett, NED, declared that he had been appointed as an expert advisor on the guidelines panel for The National Institute for Health and Care Excellence (NICE).

Resolved – that the position be noted.

22.162

MINUTES OF THE MEETING HELD ON 4 MAY 2022

Resolved – that the Minutes of the meeting held on 4 May 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.

ACTION

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

<u>MINUTE</u>		<u>ACTION</u>
22.163	<u>MATTERS ARISING AND ACTIONS UPDATE REPORT</u>	
22.163.01	<p><u>Actions Listed as Complete</u></p> <p>The actions listed as complete in the Actions Update Report were noted and would now be removed from the report.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.163.02	<p><u>Integrated Performance Dashboard (Minute 22.133 refers)</u></p> <p>The Chief People Officer advised that Menopause had been identified as one of the five priorities for wellbeing and would be actioned throughout the year.</p> <p>The Chief Finance Officer circulated a breakdown of agency analysis by staff type and division to review the mitigation for using agency staff.</p> <p><u>Resolved</u> – that the position be noted.</p>	
22.164	<u>TRUST NAME CHANGE – ENGAGEMENT RESPONSES</u>	
	<p>The Chief Executive presented the report and advised that the report set out the responses from the engagement process. As an outcome of the engagement process the decision was made to move forward with the plan to change the Trust's name to 'South Warwickshire University NHS Foundation Trust'. The change would be implemented from 1 August 2022 and a working group had been set up to start the process of implementation.</p> <p>The Chief Executive explained that investment had been made into the Research Strategy plan with the appointment of leadership roles.</p> <p>The Chief Executive advised that, alongside the name change, the Chief People Officer had been revisiting the Trust Values to ensure that they were still appropriate and relevant to the Trust's workforce. Staff had asked that the Trust was more overt in representing their commitment to equality, diversity and inclusion, therefore <i>inclusive</i> had now been added to the Trust Values.</p> <p>The Chairman thanked the Managing Director, Foundation Trust Advisor and Professor Simon Brake, Warwick Medical School, for enabling the partnership with the University of Warwick's Medical School.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><u>Resolved</u> – that the Trust Name Change and Engagement Responses be received and noted.</p>	
22.165	<u>REVIEW OF THE TRUST'S CONSTITUTION (INCLUDING ANNUAL REVIEW OF BOARD STANDING ORDERS)</u>	

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

The Trust Secretary presented the Review of the Trust's Constitution and advised that the Constitution had been reviewed and amended to reflect the proposed name change. The review had been considered and approved at the Council of Governors meeting on 12 May 2022. The Board Standing Orders had also been reviewed and amended. A more detailed review of the Trust's Constitution would be completed in due course.

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

Resolved – that:

- (A) the proposed amendments to the Trust's Constitution associated with the organisation's name change be approved and ratified, and**
- (B) the Annual Review of the Board of Directors' Standing Orders be approved and ratified.**

22.166

DATA SECURITY AND PROTECTION TOOLKIT (DSPT) ASSESSMENT

The Chief Medical Officer presented the Data Security and Protection Toolkit (DSPT) Assessment and advised that the final submission of the 2021/22 DSPT would achieve a 'Standards Met' result.

The Chairman asked if there were other Trusts who had achieved all standards met in their DSPT assessments. The Chief Medical Officer commented that it was his understanding that not all Trusts were in this same position.

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

Mr Gilbert (NED) asked when the last Penetration Test was undertaken and the Chief Medical Officer confirmed that it had been completed at the end of May 2022.

Resolved – that

- (A) the position of the final submission of the 2021/22 Data Security and Protection Toolkit (DSPT), which would achieve a 'Standards Met' result, be approved and ratified, and**
- (B) assurance that the Information Governance and Security Steering Group would continue to review, monitor and ensure continual improvements in Information Governance throughout the Trust, be received and noted.**

22.167

CHIEF EXECUTIVE'S REPORT

The Chief Executive presented this report and highlighted that the Health and Care Bill, which formally established Integrated Care Systems had been granted Royal Assent and would be implemented from 1 July 2022. A press release that accompanied the Bill referenced work that had been completed by South Warwickshire NHS Foundation Trust (SWFT) and local authority colleagues concerning Discharge to Assess (D2A). The Chief Executive spoke about standing down from a National Level 4 Incident to a Level 3, Elective

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

Recovery Plan, Infection Prevention and Control relaxation of guidelines, Quarterly Parallel Board meetings, agile working and the impact of inflation on the NHS. Also highlighted was the Nurse Led Outreach Team section within the report.

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

Mr Page (NED) spoke about the step down from a level 4 incident to a level 3 and sought clarification around whether this was an additional loosening of protocols to assist with flow. The Chief Executive responded that the Trust was now moving from a situation where the organisation was advised on actions from a national perspective to a more localised regional control basis.

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

22.168

INTEGRATED PERFORMANCE DASHBOARD (INCLUDING MORTALITY UPDATE)

The Chief Finance Officer presented this report on behalf of the Managing Director and in turn the Acting Chief Nursing Officer, Associate Director of Operations for Support Services, Chief People Officer and Chief Finance Officer gave updates on their respective areas.

The Chief Medical Officer advised that the Elective Recovery Targets for 2022-23 were targets that had been set using the financial value of the activity of the corresponding month in 2019-20. In 2019, the organisation was extremely busy as it had an additional operating theatre which was staffed. Current constraints included lack of theatre staff and to achieve 90% (target 104%) was a great effort. The Chief Executive advised that the methodology of the calculation of the elective recovery fund was complex and discussions were being had with the national team to look at the baseline. A high baseline had been set due to the organisation's high level of activity. Outpatient activity was capped at 85% for follow-up activity which would not generate a level of income as the Trust had a low 'new to follow-up' ratio.

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

Mrs Whelan Tracy (NED) commented that it was pleasing to note that the Recommended Summary Plan for Emergency Care and Treatment (ReSPECT) form incidents were down in the quarter and enquired if this was a continuing trend. The Acting Chief Nursing Officer advised that the completion of the form was part of staff training with follow-up processes in place if the form did not accompany the patient. The resuscitation officer had assured the Acting Chief Nursing Officer that this was an improving and sustained situation.

The Chief Strategy Officer commented that the Trust had been given the opportunity to feedback on the Partnership Trust Strategy for the Children and Young People in Crisis and this would definitely take place.

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

The Chief Medical Officer advised that there was a continuous push with the medical staff to ensure that the ReSPECT forms were completed but that it was a work in progress to make sure that discussions and the quality of information were incorporated into the forms.

Mrs Hyde (NED) sought clarification that, arrivals in A&E who were not from South Warwickshire (mainly from Birmingham and Solihull) this activity would be paid to the Trust and were there processes in place to ensure this was monitored and recorded. The Chief Executive responded that there was an increase in activity of 65% year on year for out of area patients and at the moment the Trust was not being paid for it and the Chief Finance Officer and her team were pushing for this activity to be recognised.

The Chairman thanked the Acting Chief Nursing Officer for supporting the Nursing team whilst the Chief Nursing Officer was absent due to sickness.

The Chief Executive congratulated the team for the Cancer performance figures and a huge thank you to the Orthopaedic team for their mutual aid offer to the system with very positive feedback received from Wye Valley Trust (WVT).

Dr Spraggett (NED) questioned whether there was an improvement in ambulance handover delays and that the Trust was managing the risks. The Chief Executive responded that each Chief Executive received an hourly report which was closely monitored and the Trust never appeared on the list for the longest delays; there were some delays over 60 minutes but these were low in numbers. The organisation was one of the best performing Trusts in the Midlands for ambulance handovers. The Associate Director of Operations for Support Services advised that she would provide figures for Dr Spraggett (NED) for assurance.

CH

Mrs Whelan Tracy (NED) commented on the stranded patient figures, which had an upward national trend, and sought clarification around whether the same practices would be used for out of area patients as those currently in place for the Trust. The Chief Executive advised that patients who were out of area were harder to discharge and that closer links were to be made with Discharge to Assess (D2A) out of area teams in order to facilitate patients returning more rapidly to their homes.

The Chief Executive spoke about the positive position of recruitment and that work was ongoing to ensure that the nurse bank was working effectively in order to reduce agency spend. Another focus was supporting staff in hardship who were having financial distress.

Dr Spraggett (NED) asked about retention and the number of leavers and what percentage of those staff were retiring early. The Chief People Officer advised that she had commissioned a deep dive into understanding the turnover of staff and would report later in the year on the outcomes of the deep dive. The Chief People Officer advised that early retirement reasons were not significant but that it was important to understand and help retain the knowledge within the organisation. Further work was being undertaken for the retention of staff through all the spectrums.

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

Mrs Hyde (NED) advised that NHS England / NHS Improvement (NHSE/I) issued requirements for organisations to reduce agency as well as bank spend and to make sure that all the work being done regarding bank was aligned to NHSE/I requirements as recruitment of substantive staff was absolutely key. The Chief People Officer advised that work was being undertaken with the bank to work with the approach taken by NHSE/I. The Chief Executive advised that additional hours were paid through bank and not through payroll. The bank was used whereby staff could be flexible and work additional hours. The Deputy Head of Nursing advised that discussions were being held with the Chief People Officer to look at easier ways where retired nurses were able to return to work part-time and examining ways where staff who were working on bank could be added to flexible working contracts.

The Chief Finance Officer asked for approval for a change in the plan. An allocation of £3m had been received for inflationary cost pressures and that brought the system to a closer break-even plan. As a result, organisations had been asked to resubmit their plans before the end of June 2022 with the Trust delivering a £3m surplus. The Chief Finance Officer highlighted that the allocation was not submitted on a fair share basis but they were based on individual organisations' estimation of their inflationary cost pressures.

The Chairman sought clarification on the amount the Trust would have received if the inflationary cost pressures had been allocated on a fair share basis. The Chief Finance Officer could not confirm the value but advised that it would have been in excess of £3m.

Mrs Hyde (NED) sought clarification that the Trust had been given the inflationary amount but that the original budget did not include the inflation amount. Also whether it would be correct that the Trust would be signing off a £3m surplus given that the organisation's costs would likely be higher. The Chief Finance Officer advised that the original plan absorbed the inflationary cost pressures and to break-even the organisation set a higher cost improvement plan (CIP) target in order to close the gap.

Following consideration, the Board approved the proposal to submit a revised Financial Plan for inflation and the additional income which would take the Trust closer to a break even submission.

Resolved – that

- (A) the Integrated Performance Dashboard (including Mortality Report) be received and noted;**
- (B) the Associated Director of Operations for Support Services to provide data on ambulance handovers for Dr Spraggett (NED), and**
- (C) the adjustment to the Financial Plan for inflation and the additional income received be approved and ratified.**

CH

22.169

MONTHLY SAFE STAFFING REPORT

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

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

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

Mrs Whelan Tracy (NED) noticed that in maternity, both midwives and Special Care Baby Unit (SCBU) nurses, there was a change month on month and sought clarification around whether this was expected or planned for within the workforce plan. The Acting Chief Nursing Officer advised that these were existing vacancies and there would be additional vacancies highlighted within the previous business case. Mrs Whelan Tracy (NED) commented that the speed that the business cases could come through and the roles filled was important. The Deputy Head of Midwifery commented that interviews had taken place for midwives and clinical support workers (CSW) and posts filled with further interviews arranged for maternity support workers and midwives.

The Chairman asked the Acting Chief Nursing Officer if there were any particular areas of worry. The Acting Chief Nursing Officer advised that there was a focus on unregistered staff being difficult to recruit and retain. CSW recruitment days were face to face and had proved successful but monitoring would still take place.

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

MATERNITY ASSURANCE QUARTERLY REPORT

22.170

The Acting Chief Nursing Officer presented this report and highlighted the assurance visit from the regional midwifery team which was very positive about the Trust's leadership and open culture in maternity. There was a lot of detail in the action plans for the Ockenden Report and Saving Babies Lives. In the absence of the Chief Nursing Officer, the Acting Chief Nursing Officer, the Deputy Head of Midwifery and the Associate Director of Operations for Family Health would be meeting on a fortnightly basis to ensure the actions were completed and mitigations put in place.

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

The Chief Executive congratulated the team on the Insights Visit with a positive feedback received on the quality of the services.

Dr Spraggett (NED) advised that the SCBU team had been awarded a gold accreditation by BLISS. BLISS was a national organisation dedicated to premature or sick babies and only ten units in the country had been awarded this accreditation and Warwick SCBU was the first unit in the West Midlands to receive it.

The Chief Medical Officer commented that transparency was at the heart of the Ockenden Report on previous enquiries and would be for future ones. It had been organisations that had Boards who had not been enquiring, not taking into account questions from relatives, recognition of problems and addressing them. The Deputy Head of Midwifery advised that she thought the Board had good oversight of the service and responded to any requests and support

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

required from maternity and advised that all requests were in response to the measures that needed to be put in place.

Mrs Hyde (NED) concurred with the openness and transparency around Ockenden. There was a challenge on the Clinical Negligence Scheme for Trusts (CNST) and that the Trust was being penalised compared to other Trusts for monies not coming back into the Trust. The Deputy Head of Midwifery advised that the scoring for the submission would include the evidence for meeting standards and that the Trust was always working towards standards on the Maternity Incentive Scheme (MIS).

The Chairman commented that a third of mothers were on an antidepressant drug when pregnant and gave birth and that it would be useful for primary colleagues to be able to assist mothers to handle their medication at the end of pregnancy. There was an increase in BMI amongst pregnant women which was not good for the health and wellbeing of mother and baby. The Acting Chief Nursing Officer commented that diabetes was also an issue for pregnant mothers and that they would need a high level of care and work would be undertaken to work with partners to look at health and wellbeing interventions to reduce the numbers.

Resolved – that the Maternity Assurance Quarterly Report be received and noted.

CLINICAL GOVERNANCE COMMITTEE REPORT FOR 11 MAY 2022

22.171

Dr Spraggett (NED) presented the report which was taken as read.

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

Resolved – that the Clinical Governance Committee Report for 11 May 2022 be received and noted.

PATIENT EXPERIENCE ANNUAL REPORT (INCLUDING QUARTER 4)

22.172

The Acting Chief Nursing Officer presented the report and advised that the Learning and Disability Support Worker had commenced working in the wards and had provided valuable feedback. The Patient Advice and Liaison Service (PALS) referrals had risen but that was not a negative as the more people who contacted them for advice and support was for the better as it helped to make improvements.

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

Resolved – that the Patient Experience Annual Report (Including Quarter 4) be received and noted.

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

22.173

6 MONTHLY UPDATE ON TRUST'S PERFORMANCE AGAINST NATIONAL GUIDANCE ON LEARNING FROM DEATHS

The Chief Medical Officer presented the report and highlighted that the mortality indicators remained within control limits, the medical examiner function was working well and there was some variability in the Hospital Standardised Mortality Ratio (HSMR) but no underlying clinical trend had been identified.

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

Resolved – that the 6 Monthly Update on Trust's Performance against National Guidance on Learning from Deaths report be received and noted.

22.174

CARE QUALITY COMMISSION (CQC) UPDATE INCLUDING INSIGHTS REPORT

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

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

Resolved – that the Care Quality Commission (CQC) Update including Insights Report be received and noted.

22.175

REPORT FROM THE COUNCIL OF GOVERNORS MEETING HELD ON 12 MAY 2022

The Chairman presented the report which was taken as read.

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

Resolved – that the Report from the Council of Governors Meeting held on 12 May 2022 be received and noted.

22.176

SUMMARY OF RATIFIED POLICIES

The Trust Secretary presented the report which included the summary of SWH 01783 – Managing Conflicts of Interest Policy, SWH 01656 – Gifts, Hospitality and Sponsorship Policy and SWH 00878 Mental Capacity Act.

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

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

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

22.177

SUMMARY OF REPORTS FOR NOTING AND INFORMATION

The Board received and noted the summary of the Senior Information Risk Owner (SIRO) Annual Report and the Health and Wellbeing Report.

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

The Chief Executive advised that as the Trust was supporting staff with hardship it would be useful to explore strengthening links with the Citizens Advice Bureau and to receive some direct contact for staff. The Chief People Officer advised that this was already in progress including contacting financial institutions to provide advice and support for staff. There would also be a report being presented to the Charity Trustee to develop an internal hardship fund.

The Chief Strategy Officer advised that she would add a link in for environmental areas as that was a concern for staff.

Resolved – that the Summary of Reports for Noting and Information be received and noted.

22.178

UPDATED REGISTER OF DIRECTOR'S INTERESTS

The Trust Secretary presented the report which was taken as read. She noted that Dr Spraggett (NED) had provided an update as declared earlier in the meeting (Minute 22.161 refers) which was highlighted on the Register.

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

Resolved – that the Updated Register of Director's Interests be received and noted.

22.179

BOARD COMMITTEE MINUTES – OPEN MEETINGS

Resolved – that the Board Committee Minutes – Open Meetings for the Clinical Governance Committee meeting held on 13 April 2022 be received and noted.

22.180

ANY OTHER BUSINESS

There was no further business raised.

Resolved – that the position be noted.

22.181

QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC

There were no questions raised.

Resolved – that the position be noted.

ADJOURNMENT TO DISCUSS MATTERS OF A CONFIDENTIAL NATURE

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST
Minutes of the Board of Directors Meeting Held Wednesday 1 June 2022

MINUTE

ACTION

22.182

APOLOGIES FOR ABSENCE

22.183

DECLARATIONS OF INTEREST

22.184

CONFIDENTIAL MINUTES OF THE MEETING HELD ON 4 MAY 2022

22.185

CONFIDENTIAL MATTERS ARISING AND ACTIONS UPDATE REPORT

22.186

ISS CONTRACT EXTENSION

22.187

FORESCOUT BUSINESS CASE

22.188

ELLEN BADGER BUSINESS CASE

22.189

HOST PROVIDER UPDATE

22.190

SWFT CLINICAL SERVICES LTD UPDATE REPORT

22.191

LILLINGTON DEVELOPMENT – UPDATE REPORT

22.192

BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING

22.193

ANY OTHER CONFIDENTIAL BUSINESS

22.194

DATE AND TIME OF NEXT MEETING

22.195

The next meeting would be held virtually on Wednesday 6 July 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 6 July 2022