

## SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

### Minutes of the Board of Directors Meeting Held on Wednesday 4 May 2022 at 2.00pm via Microsoft Teams

#### Present:

Russell Hardy	(RH)	Chairman
Charles Ashton	(CA)	Chief Medical Officer
Yasmin Becker	(YB)	Non-Executive Director (NED)
Glen Burley	(GB)	Chief Executive
Fiona Burton	(FB)	Chief Nursing Officer
Anne Coyle	(AC)	Managing Director
Paramjit Gill	(PG)	Nominated NED
Harkamal Heran	(HH)	Chief Operating Officer
Rosemary Hyde	(RHy)	NED
Kim Li	(KL)	Chief Finance Officer
Simon Page	(SP)	NED
David Spraggett	(DS)	NED (until Minute 22.139)

#### In attendance:

Sarah Collett	(SC)	Trust Secretary
Richard Colley	(RC)	NED (Non-Voting)
Phil Gilbert	(PG)	NED (Non-Voting)
Sophie Gilkes	(SG)	Chief Strategy Officer
Becky Hale	(BH)	Chief Commissioning Officer (Health and Care)
Gertie Nic Philib	(GP)	Chief People Officer
Dawn Spencer	(DSp)	Board Administrator

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

#### **MINUTE** **22.123**

#### **GOING THE EXTRA MILE (GEM) AWARDS WINTER 2021**

The Chairman presented the GEM Awards to the following individuals:

#### **Annie Foster, Special Care Baby Unit (SCBU) Nurse – (Clinical Winner)**

Annie Foster was awarded the Clinical GEM Award after being nominated by a member of the public for showing attentiveness, kindness, and respect and for demonstrating the Trust's values by going out of her way to meet the needs of her patients. Annie was a credit to herself and the Trust and the nominator was really appreciative that they had met someone so experienced, kind and knowledgeable.

#### **Charlotte Wilson – Telephonist/Switchboard Operator – (Non-Clinical Winner)**

Charlotte Wilson was chosen as the Non-Clinical GEM Award winner for her support and direction to patients and visitors. Charlotte went above and beyond the call of duty to support a family that were distressed while providing essential care.

#### **The Breast and Orthopaedic Clinical and Management Team – (Team Award Winner)**

The Team were nominated for consistently delivering beyond expectations. The nominator said that the team were extremely hard working and worked in

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	<p>a family unit; communication and information shared in a professional manner. The team supported the Intensive Therapy Unit (ITU) during the Covid-19 pandemic and assisted the elective recovery.</p>	
<b>22.124</b>	<p><b><u>APOLOGIES FOR ABSENCE</u></b></p> <p>Apologies for absence were received from Mrs Whelan Tracy (NED).</p> <p><b><u>Resolved</u></b> – that the position be noted</p>	
<b>22.125</b>	<p><b><u>CHAIRMAN'S NOTE</u></b></p> <p>The Chairman advised that a Board Workshop had been held earlier that day which included work with different Network Leads regarding Inclusion, digital hub update, launch of the Risk Management Strategy and work undertaken in different hospital areas.</p> <p><b><u>Resolved</u></b> – that the position be noted.</p>	
<b>22.126</b>	<p><b><u>DECLARATIONS OF INTEREST</u></b></p> <p>The Chief Commissioning Officer (Health and Care) declared that she had a joint post with South Warwickshire NHS Foundation Trust (SWFT) and Warwickshire County Council (WCC) and Professor Gill advised that he was no longer a practising GP from April 2022.</p> <p><b><u>Resolved</u></b> – that the position be noted.</p>	
<b>22.127</b>	<p><b><u>MINUTES OF THE MEETING HELD ON 6 APRIL 2022</u></b></p> <p><b><u>Resolved</u></b> – that the Minutes of the meeting held on 6 April 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.</p>	
<b>22.128</b>	<p><b><u>MATTERS ARISING AND ACTIONS UPDATE REPORT</u></b></p> <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><b><u>Resolved</u></b> – that the position be noted.</p>	
<b>22.129</b>	<p><b><u>BOARD DECLARATION OF GOING CONCERN</u></b></p> <p>The Chief Finance Officer presented the report and highlighted this guidance on Going Concern was based on the anticipated future provision of services by the Trust in the public sector. The report had been presented to the Audit Committee with recommendations made to External Audit that the Trust was a Going Concern as of 31 March 2022.</p>	

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

**Resolved** – that the Board Declaration to External Audit that the Trust was of Going Concern as at 31 March 2022 be approved and ratified.

22.130

**ANNUAL BOARD SELF-CERTIFICATIONS – G6 LICENCE CONDITION**

The Trust Secretary presented the Annual Board Self-Certifications for condition G6 of the Trust's licence and explained that in accordance with current guidance on the self-certification process from NHS Improvement (NHSI) that Boards were required to self-certify the statements by the respective deadlines but were not required to submit them. The reports seen by the Board in support of the statements were listed at Appendix A of the report, for the Board's consideration.

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

**Resolved** – that:

- (A) the self-certification against the G6 licence condition be considered and certified, and
- (B) the document be published on the Trust's website and a copy retained in file, should it be requested by NHSI.

22.131

**CORPORATE GOVERNANCE STATEMENT AND OTHER DECLARATIONS**

The Trust Secretary presented the Corporate Governance Statement and Other Declarations and advised that Boards were required to self-certify the statements by the given deadline but were not required to submit them. Trusts were advised to retain the documentation as each year NHSI reserved the right to request evidence of certification. The Corporate Governance Statements and Other Declarations were listed at Appendix A of the report, together with the evidence seen by the Board or its Committees in support of those statements, and the risks and mitigating actions.

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

**Resolved** – that the Corporate Governance Statement and Other Declarations be considered and certified.

22.132

**CHIEF EXECUTIVE'S REPORT**

The Chief Executive presented this report and highlighted that the Health and Care Bill 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 SWFT and local authority colleagues concerning Discharge to Assess (D2A). The Chief Executive spoke about the final report from the Ockenden Review, Infection Prevention and Control (IPC) guidelines review and research collaboration with Warwick Business School. Also highlighted

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was the Radiology department, Community Diagnostic Centre (CDC) and the GEM award winners sections within the report.

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

Mrs Hyde (NED) suggested that an invitation could be sent to Dr Sarah Woolley, who was a Senior Research Fellow, to attend a Board Workshop session later in the year in order to provide an update on projects and plans which was agreed.

**DSp**

The Chairman asked the Chief Executive how the Trust was operating with regard to referral to treatment (RTT) figures and how did the organisation compare against other Trusts. The Chief Executive replied that the Trust's recovery against standards set out in the Elective Recovery programme nationally had been very strong. There were not any patients waiting over 104 weeks at the end of the financial year and the plan was to reduce 52 week waits as well. Several specialities had been challenging which included Orthodontics. As the Trust was doing well, mutual aid had been offered to other parts of the NHS and the figures for these additional patients would be included briefly on the waiting lists before commencement of treatment. Additional patients would bring in additional income.

**Resolved – that:**

- (A) the Chief Executive's Report be received and noted;**
- (B) the Trust's revised Covid measures be approved and ratified, and**
- (C) an invitation be sent to Dr Sarah Woolley, Senior Research Fellow, to attend a Board Workshop later in the year in order to provide an update on research projects and plans.**

**DSp**

22.133

**INTEGRATED PERFORMANCE DASHBOARD (INCLUDING MORTALITY UPDATE)**

The Managing Director presented this report and in turn the Chief Nursing Officer, Chief Operating Officer, Chief People Officer and Chief Finance Officer gave updates on their respective areas. The Managing Director noted that the front page of the report summary had changed and now incorporated a section on the relationship to the Board Assurance Framework (BAF) and Risk Register. This was part of the Trust's ambition to become a more risk enabled organisation and would provide greater assurance around risk reviews.

The Chairman asked the Managing Director about her reflections on current concerns. The Managing Director advised that the sustained demands on services were a concern especially the continued pressures and the ability of staff to continue with new ways of working and business as usual demands.

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

The Chairman asked about the meaning of continuity of care in the context of the work undertaken with expectant mothers. The Chief Nursing Officer explained that it was a model of maternity care that was developed in the

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Netherlands which would improve the experience of maternity care for mothers. One midwife was paired with one pregnant mother to be a partner for the mother for the whole of the pregnancy and postnatally. The model had been modified to have a team of seven or eight midwives in a locality across Warwickshire to support a number of mothers. The continuity model that was achieved was on high risk mothers and low risk mothers who were put through the Bluebell Unit. Continuity was not achieved for everybody due to not having the number of midwives that would be required to support it.

Mrs Hyde (NED) commented that the births at the Midwifery Led Unit setting had continued to drop since June 2021 (31 births) to March 2022 when there were only 26 births. An update on the longer term plans for the Unit from a safety and financial sustainability perspective would be useful. The Chief Nursing Officer agreed to provide a reflection on this position for June 2022 Board.

**FB**

The Chief Executive commented on Urgent Care and ambulance handover delays. The Trust's performance was very strong but the downside was that by using intelligence conveyancing, ambulances that were being held up at other sites were being directed towards the Trust so more patients were being received from out of area.

Dr Spraggett (NED) asked for the breakdown of capacity issues regarding Cancer targets for easier understanding. The Chief Operating Officer explained that the capacity issues for urology and colorectal services were due to consultant appointment availability. These services had seen an increased sustained demand. Dr Spraggett (NED) also asked about the Pathology issues and the impact that had on achieving the cancer targets. The Chief Executive advised that he had attended the Coventry & Warwickshire Pathology Network meeting and that it was noted that digitisation of histopathology would be in place by summer of 2022 which would speed up reporting. The Pathology team would also be strengthened by the recruitment of a general Histopathologist. The Chief Operating Officer explained that a business case had been written by the Pathology Network to update all of the processing equipment that had been causing issues. This had been escalated to the Chief Operating Officer at University Hospitals Coventry and Warwickshire NHS Trust (UHCW). An Information Technology person had also been recruited to provide better reporting for the Network.

The Chief Medical Officer wanted to recognise the hard work undertaken by the clinical teams, Chief Nursing Officer, Chief Operating Officer and managers who had undertaken a significant amount of work and addressed challenges to get patients through and discharged. The Chairman also added his thanks from the Board.

Mrs Hyde (NED) commented on the workforce measures with a monthly target of 10% and the numbers were reported as monthly and annually and that it would potentially be easier to look at annualised figures to ascertain the high levels of turnover. The Chief People Officer advised that there was a 12 month rolling target with a month end position but this would be picked up with the team and amended going forwards. The Chief People Officer agreed to bring

**GP**

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back the outcomes of a deep dive as to the reasons for staff leaving. It was noted that retention was as important as recruitment.

Professor Gill (Nominated NED) queried the appraisal rate for medics. The Chief Medical Officer advised the figure related to all medics employed by the Trust and not those employed by Health Education England (HEE).

The Chairman reflected that a network to support women who were going through the pre-menopause and menopausal stages to assist with wellbeing and productivity would be significant. The Chief People Officer advised that this was part of the three focus areas in the Health and Wellbeing plan. This focus was being worked through Coventry and Warwickshire for a Women's Network as well. The Chief People Officer agreed to feedback at a later Board meeting when information was available.

**GP**

The Chief Executive advised that the agency spend position needed further drilling down to understand in more detail where the spend had been allocated. It was unusual for the Trust to be above the ceiling for agency staff. Ms Becker (NED) asked for a breakdown of agency staff into professional groups in order to review the mitigation for using agency staff. The Chief Finance Officer advised that there would be a Board Workshop session to go through the details.

The Chairman asked for an adjustment for absence on the Consultant Episodes per Acute WTE graphs. The Chief Finance Officer to provide further analysis on the graphs.

**KL**

**Resolved – that**

- (A) the Integrated Performance Dashboard (including Mortality Report) be received and noted;**
- (B) the Chief Nursing Officer provide a reflection on the reason for the reduction of births at the Midwifery Led Unit setting since June 2021. Also to provide an update on the longer term plans for the Unit from a safety and financial sustainability perspective;**
- (C) the Chief People Officer ensure a deep dive on the reasons for staff leaving and to amend the method of workforce measures to annualised rather than monthly for easier understanding;**
- (D) the Chief People Officer ensure Womens' Menopausal Network information be provided when available, and**
- (E) the Chief Finance Officer ensure a breakdown of agency staff into professional groups in order to review the mitigation for using agency staff and the detail be considered at a future Board Workshop session.**

**FB**

**GP**

**GP**

**KL**

**22.134**

**MONTHLY SAFE STAFFING REPORT**

The Chief Nursing Officer presented the report and advised that safe staffing levels were being maintained on an ongoing basis. The Chief Nursing Officer explained that due to feedback received, the Pharmacy position was now noted in the Safe Staffing Report. The overall Pharmacy vacancy level was 36% and was affecting all aspects of service. Feedback from Finance and Performance Executive meetings highlighted that significant learning was needed to be

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facilitated across teams to ensure new ways of working and innovation was incorporated into all teams.

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

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

22.135

**OCKENDEN ASSURANCE REPORT**

The Chief Nursing Officer presented this report and advised that the link to the Ockenden Report was included in this report to ensure the Board had sight of the report. There were a number of recommendations and learning for the wider organisation made within the report. The Chief Nursing Officer had asked for maternity services, as part of their quarterly update to Board, to ensure that updates were provided in terms of the gap analysis and action plan for Clinical Negligence Scheme for Trusts (CNST) and Continuity of Carer.

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

The Chief Executive added that streamlining reports was important so that key issues for the organisations across the Foundation Group were not overlooked. The Chief Nursing Officer advised that there was a recommendation made within the report for staff to be able to undertake additional training and time out to undertake the training. The use of agency locum workforce and how they were supervised and understand policies and procedures would require further governance to be put in place.

**Resolved** – that the Ockenden Assurance Report be received and noted.

22.136

**CLINICAL GOVERNANCE COMMITTEE REPORT FOR 13 APRIL 2022**

Dr Spraggett (NED) presented the report which was taken as read. He noted, with reference to the Ockenden Report, the importance and value for the Trust to have an open culture and that in two of the recent reports to the Clinical Governance Committee showed evidence that SWFT did have an open culture for raising concerns.

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

**Resolved** – that the Clinical Governance Committee Report for 13 April 2022 be received and noted.

22.137

**AUDIT COMMITTEE REPORT FOR 13 APRIL 2022 (INCLUDING AUDIT COMMITTEE EFFECTIVENESS SELF-ASSESSMENT)**

Mrs Hyde (NED) presented the reported and highlighted the number of Internal Audit Reports that had been completed. The draft Head of Audit Opinion for the year 201/22 provided significant assurance over the Trust's system of internal control. The report highlighted concerns over the very limited

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implementation of their recommendations regarding controls over Patient Access Plans following an audit in 2020. A continued focus was needed to ensure that this action was completed. The BAF provided a Level A assessment, the Data Security and Protection Toolkit 2021/22 (DSPT) was progressing well with the team confident that a full Standards Met would be signed off for the submission of the toolkit in June 2022. The Trust's cyber defences had ongoing investment in new solutions to help keep the organisation safe.

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

**Resolved** – that the Audit Committee Report for 13 April 2022 (including Audit Committee Effectiveness Self-Assessment) be received and noted.

22.138

**WINTER 2021/22 LOOKBACK**

The Chief Operating Officer presented the report and advised that the bed challenge had increased to a 100 bed challenge from a 50 bed challenge. There was a shortfall of 23 beds after all schemes had been taken into account. Respiratory Syncytial Virus (RSV) peaked in late summer 2021 with a flu spike in April 2022 and workforce sickness due to Covid-19 and self-isolation peaked in January 2022 with an increased level during the last three weeks in March 2022. Out of area activity and the provision of mutual aid noted that 19.1% patients were admitted from Coventry with 13.9% patients from further afield.

It was noted that elective activity was maintained over the winter pressures and there were not any elective operations cancelled during this period. Virtual appointments were maintained and there was a reduction in the list of patients who were waiting for an operation. The increase in activity had impacted on all areas especially with cleaning services. The Cancer Performance was maintaining stability. The Chief Operating Officer advised that previous Covid-19 strains had coincided with winter but could establish itself at any time during the year so was difficult to consider the seasonality of the virus. For winter 2022/23 there would be a 40 bed challenge.

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

The Chief Executive commented that preparation paid off over the May 2022 bank holiday weekend to get the organisation into the best possible position. There was more variation in discharge than there was in admissions.

The Chief Nursing Officer advised that there was a steep rise in a variant Omicron strain in Africa and that planning for the next Covid-19 wave was in operation. This was predicted in the next three to four weeks. With regard to exit delays the strategy was around left shift and to ensure that the divisions considered all pathways when discharging patients.

**Resolved** – that the Winter Lookback for 2021/22 report be received and noted.

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**LEVELLING UP**

The Managing Director presented the report and advised that it had been drafted with partners and reflected the organisational wide strategy developed over the past few years with a focus on population health, prevention and integration. The Trust was the first NHS organisation to launch an impact report which highlighted the commitment to making a positive change. The next steps would be to share examples of the impact report and it was noted that the Trust had been approached to join the Equality of Opportunity Coalition. Wye Valley NHS Trust (WVT) and George Eliot Hospital NHS Trust (GEH) had also joined SWFT as members of the Purpose Coalition.

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

The Chief Executive commented that it was a very important piece of work to help tackle health and inequalities. There was a video on the SWFT website and Twitter that further explained the work that had taken place.

**Resolved – that the Levelling Up report be received and noted.**

**22.140**

**SUMMARY OF RATIFIED POLICIES**

The Managing Director presented the report which included the summary of SWH 05721 – Domestic Abuse (Staff Policy), SWH 00509 – Heating and Cooling Policy and SWH 00097 Violence Prevention and Reduction 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.**

**22.141**

**SUMMARY OF REPORTS FOR NOTING AND INFORMATION**

The Board received and noted the summary of reports for noting and information which included a summary of the Safeguarding Children, Young People and Vulnerable Adults Annual Report.

The Chairman advised that there had been an update on Children in Crisis and Children and Adolescent Mental Health Service (CAMHS) at the Board Workshop earlier that morning and thanked the MacGregor team for all of their hard work.

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

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

**22.142**

**UPDATED REGISTER OF DIRECTOR'S INTERESTS**

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The Trust Secretary presented the report which was taken as read. She noted that the Chief Finance Officer had provided an update which was highlighted on the Register, an update would be made to the Register with the declaration from Professor Gill (NED) (Minute 22.126 refers) and that the Chief Commissioning Officer (Health and Care) declaration had already been captured 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.

22.143

**NON-EXECUTIVE DIRECTOR COMMITTEE MEMBERSHIPS**

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 Non-Executive Director Committee Memberships be received and noted.

22.144

**BOARD COMMITTEE MINUTES – OPEN MEETINGS**

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

**Resolved** – that the Board Committee Minutes – Open Meetings for the Audit Committee meeting held on 9 February 2022 and the Clinical Governance Committee meeting held on 9 March 2022 be received and noted.

22.145

**ANY OTHER BUSINESS**

There was no further business raised.

**Resolved** – that the position be noted.

22.146

**QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC**

22.146.01

Two related questions from the Public Governor (West Stratford and Borders)  
*‘Under the heading Chief Executive’s Report; There are multiple references to Warwick Business School and research projects. Is the Memorandum of Understanding with the Business School, the Medical School or the University of Warwick?’*

*‘In the same report, there is reference on research on long term conditions. Will this include the after effects of Covid-19 (3 to 6 Months) as well as Long Covid (more than 6 months)?’.*

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The Chief Executive advised that with regard to the Memorandum of Understanding this was with the Medical School and the Business School.

The Chief Executive advised that there were a number of national research strategies which SWFT would take part in regarding Long Covid and an update would be provided when the information was available.

**Resolved** – that the position be noted.

22.146.02 Question from a Public Governor (Warwick and Leamington Towns)

*‘Under the heading Chief Executive’s Report; Could the Chief Executive explain about the research undertaken by the University of Warwick that would be undertaken using children’s centres and family centres. As most of the centres were not in existence would there be any practical outcomes from this research?’.*

The Chief Executive responded that the Trust would not be involved in research that did not provide improvements to services. All learning from the research would be implemented and services developed.

**Resolved** – that the position be noted.

22.147 **ADJOURNMENT TO DISCUSS MATTERS OF A CONFIDENTIAL NATURE**

22.148 **APOLOGIES FOR ABSENCE**

22.149 **DECLARATIONS OF INTEREST**

22.150 **CONFIDENTIAL MINUTES OF THE MEETING HELD ON 6 APRIL 2022**

22.151 **CONFIDENTIAL MATTERS ARISING AND ACTIONS UPDATE REPORT**

22.152 **ELLEN BADGER HOSPITAL DEVELOPMENT UPDATE**

22.153 **INNOVATE HEALTHCARE SERVICES LTD BUSINESS PLAN**

22.154 **HOST PROVIDER UPDATE**

22.155 **SOUTH WARWICKSHIRE COMMUNITY DIAGNOSTIC CENTRE UPDATE – SUBMISSION TO NHS ENGLAND / IMPROVEMENT**

22.156 **AUDIT COMMITTEE REPORT FOR 13 APRIL 2022 – CLOSED MEETING**

22.157 **BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING**

22.158 **ANY OTHER CONFIDENTIAL BUSINESS**

22.159 **DATE AND TIME OF NEXT MEETING**

The next meeting would be held virtually on Wednesday 1 June 2022 at 2.00pm.

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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 1 June 2022