

SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

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

Present:

Russell Hardy	(RH)	Chairman
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
Sue Whelan Tracy	(SWT)	NED

In attendance:

David Aldulaimi	(DA)	Consultant Gastroenterologist (deputising for the Chief Medical officer - Minute 22.095 only)
Sarah Collett	(SC)	Trust Secretary
Richard Colley	(RC)	NED (Non-Voting)
Phil Gilbert	(PG)	NED (Non-Voting)
Sophie Gilkes	(SG)	Chief Strategy Officer
Gertie Nic Philib	(GP)	Chief People Officer
Dawn Spencer	(DSp)	Board Administrator

There were six Governors and three members of public also in attendance.

MINUTE

22.079

APOLOGIES FOR ABSENCE

Apologies for absence were received from the Chief Medical Officer.

Resolved – that the position be noted

22.080

CHAIRMAN'S NOTE

The Chairman advised that a Board Workshop had been held earlier that day which included strategic updates, staff survey results, Better Boards – Board evaluation outcomes, Innovate Healthcare Services Ltd update and cyber security update.

The Chairman welcomed three new Non-Executive Directors to the Board meeting and gave a brief update on Board meeting procedures.

Resolved – that the position be noted.

22.081

DECLARATIONS OF INTEREST

The Chief People Officer declared that she had been appointed as a Non-Executive Director of both SWFT Clinical Services Ltd and Innovate Healthcare Services Ltd.

ACTION

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<u>MINUTE</u>		<u>ACTION</u>
	<p><u>Resolved</u> – that the position be noted.</p>	
22.082	<p><u>MINUTES OF THE MEETING HELD ON 2 MARCH 2022</u></p> <p>It was noted that the date of the meeting should be 2 March 2022 rather than 3 March 2022 as stated on page 1. Subsequent pages had the correct meeting date.</p> <p><u>Resolved</u> – that, subject to the above amendment, the Minutes of the meeting held on 2 March 2022 be confirmed as an accurate record of the meeting and signed by the Chairman.</p>	
22.083	<p><u>MATTERS ARISING AND ACTIONS UPDATE REPORT</u></p>	
22.083.01	<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>	
22.083.02	<p><u>Green Plan (Minute 22.008 refers)</u></p> <p>The Chief Strategy Officer advised that reporting timelines for the Green Plan would be scheduled for September and March of each year.</p> <p><u>Resolved</u> – that the frequency of updates on the Green Plan would now be added to the Board of Directors Schedule of Business.</p>	
22.084	<p><u>FINAL ANNUAL FINANCIAL PLAN AND CONTRACTS 2022/23</u></p> <p>The Chief Finance Officer presented the report and advised that the plan outlined the financial framework and identified risks and assumptions. A net breakeven position was set out with a 3% Cost Productivity and Improvement Plan (CPIP) target of £10m assumed with further opportunities outlined for additional income. Discussions with the Regional NHS England/NHS Improvement (NHSE/I) team were ongoing regarding the level of the efficiency target. The final plan would be re-submitted on 28 April 2022. A Project Manager had been recruited to help support the delivery of the productivity and programme workstreams and, work was ongoing with the divisions to drive efficiencies and identify opportunities.</p> <p>The Chairman invited questions and perspectives, and of particular note were the following points:</p> <p>The Chief Executive explained that there were discussions with the Integrated Care System (ICS) and the Regional team about the overall deficit. The CPIP was a challenge and the Trust was not in deficit as an organisation with debate about fair share allocation taking place with system partners. With reference to page 20 of the Plan, the Chief Executive commented that there was missing detail on the waterfall chart concerning the business cases and asked for</p>	KL

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further detail on what the Trust was funding as cost pressures. The Chief Finance Officer advised that the detail would be sent to the Board and that there was funding set aside for the Maternity business case and that system monies were available.

Mrs Hyde (NED) commented that as inflation was running consistently higher than the figures in the Plan, she sought clarification around whether there was an explanation as to how this would affect the Plan. The Chief Finance Officer explained that this was being picked up nationally regarding the inflation assumption, to separately identify the element above what had been funded so that the system could escalate details to the Treasurer.

Resolved – that

- (A) the 2022/23 Financial Plan be approved and ratified;**
- (B) delegated authority be given to the Chief Executive and Chief Finance Officer for any changes to the Plan before final submission at the end of April 2022 and to progress issuing revised budgets to the divisions;**
- (C) the contents of the report and the risks/assumptions made be received and noted, and**
- (D) the Chief Finance Officer provide further detail on what the Trust was funding as cost pressures.**

KL

22.085

CAPITAL PROGRAMME QUARTERLY UPDATE 2021/22 AND ANNUAL CAPITAL PROGRAMME UPDATE 2022/23

The Chief Strategy Officer presented the report and gave a brief review of the Capital Programme from 2021/22. It had been a very complex and complicated year and the Chief Strategy Officer thanked the teams involved with helping to deliver the programme despite the challenging marketplace.

The Coventry and Warwickshire ICS received notification of the Capital Departmental Expenditure Limit (CDEL) for a three-year allocation in March 2022. The change to a three year allocation was to encourage and support projects and longer term strategic planning. Currently the allocations had not been approved. Key projects and priorities had been outlined for the next three years and once the allocation was received, a line would be drawn as potentially there would be projects that would not be able to be completed. An update would be provided in the next Capital Programme Quarterly Update report to highlight any risks that may have occurred due to non-completion. A month had been lost due to the non-allocation of funds so after discussion with the Chief Finance Officer, it was proposed that £4m was to be released in order to mobilise against the top priorities ahead of the final allocation decision. The plan also excluded other funding sources with the Elective Hub also outside of the programme. The Hub would have to be reconsidered if an alternative funding source was not found.

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

The Chief Executive advised that with regard to the Elective Hub proposal, the Regional Team were going to meet with the National Team and that the

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Elective Hub proposal was sitting on the top of the reserve list. The Regional Team would be allowed to add in the reserve projects if any of the other projects were removed. The capital schemes in the Plan would have to fit around the available budgets.

Mrs Whelan Tracy (NED) spoke about the Total Energy Solution Scheme which was key for 2022/23 and was also sitting outside the programme allocation and queried when this would be funded, if at all. The Chief Strategy Officer responded that a bid would be placed at the end of 2022 for funding and were currently on track with the Total Energy Project which had been taken to the marketplace. The George Eliot Hospital NHS Trust (GEH) model had been used and amended to fit the needs for South Warwickshire NHS Foundation Trust (SWFT) as well as working with the University of Warwick. A fully worked up business case would be ready for the end of 2022.

Resolved - that:

- (A) the significant delivery against the Capital Programme during 2021/22 be received and noted;**
- (B) the priority capital schemes for 2022/23 and any refinements made once an allocation had been agreed with the Coventry and Warwickshire ICS, be approved, and**
- (C) the release of £4m to enable delivery to commence in April 2022 be approved and ratified.**

22.086

FOUNDATION TRUST (FT) CODE OF GOVERNANCE REVIEW

The Trust Secretary presented the FT Code of Governance (Code) Review. She proposed that the Board declared compliance with all provisions of the Code in the Annual Report 2021/22.

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

Resolved – that:

- (A) support for the FT Code of Governance be confirmed, and**
- (B) compliance with all provisions of the Code of Governance in the Trust's 2021/22 Annual Report be declared.**

22.087

ANNUAL REVIEW OF COMMITTEE TERMS OF REFERENCE

The Trust Secretary presented the Annual Review of Committee Terms of Reference and explained that each Board Committee had undertaken an annual review of its terms of reference and the proposed amendments were shown as tracked changes.

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

Resolved – that the proposed amendments to the Committee Terms of Reference be approved and ratified.

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22.088

SWH 00138 RISK MANAGEMENT STRATEGY 2022-2027

ACTION

The Managing Director presented the Risk Management Strategy, which included the Maternity Department, and advised that the Strategy had been reviewed in line with the work undertaken by Internal Audit. The ambition of the Strategy would enable the Trust to manage risks to acceptable levels.

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

Mrs Whelan Tracy (NED) commented that it was good to see the appearance of the Risk Appetite within the Strategy.

Resolved – that the SWH 00138 Risk Management Strategy 2022-2027 be approved and ratified.

22.089

ANNUAL REVIEW OF REGISTER OF DIRECTORS, REGISTER OF DIRECTORS' INTERESTS AND NON-EXECUTIVE DIRECTOR INDEPENDENCE REVIEW

The Trust Secretary presented the report and advised that the Register of Directors and the Register of Directors' Interests had been updated to reflect the recent changes and appointments of new Board members. The NEDs (including the Chairman and Associate NED) confirmed that they were independent, based on the requirement of the FT Code of Governance, and the information was declared in the Trust's 2021/22 Annual Report.

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

Resolved – that:

- (A) the Annual Review of the Register of Directors and Register of Directors' Interests be received and noted, and
- (B) the independent status of the Trust's NEDs (including the Chairman) be agreed and the treatment of this information in the Annual Report 2021/22 be endorsed.

22.090

FIT AND PROPER PERSONS ANNUAL DECLARATIONS

The Trust Secretary presented the report which was taken as read.

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

Resolved – that the Fit and Proper Persons Annual Declarations be received and noted, and the self-declarations made be retained by the Trust Secretary and placed on individual personal files.

22.091

COMPLIANCE STATEMENT FOR SAME SEX ACCOMMODATION STANDARDS

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The Chief Nursing Officer presented the report which was taken as read. The Trust reported two incidences of a breach in the same sex accommodation policy during 2021/22 which affected a total of five patients; both breaches occurred in the Coronary Care Unit (CCU).

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

The Chief Executive commended the Chief Nursing Officer's and the Chief Operating Officer's teams for their exceptional standard in keeping the figures so low.

Resolved – that the Compliance Statement for Same Sex Accommodation Standards be approved and ratified.

22.092

INFECTIOIN PREVENTION AND CONTROL BOARD ASSURANCE FRAMEWORK (BAF)

The Chief Nursing Officer presented the report which was taken as read. The framework was refreshed in the last six months and provided a high degree of assurance that the Trust was compliant against the key performance indicators outlined in the report.

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

Resolved – that the Infection Prevention and Control Board Assurance Framework (BAF) report be approved and ratified.

22.093

ANNUAL REVIEW OF KEY PERFORMANCE INDICATORS (INCLUDING QUALITY INDICATORS)

The Chief Operating Officer presented the report and advised that the changes in the report reflected the requirements set out in the 2022/23 priorities and planning guidance.

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

The Chief Executive requested that absolute numbers were used with the percentages set against key performance indicators for easier understanding.

Mrs Whelan Tracy (NED) commented that there were a lot of measures within the report and that the measures were not easy in terms of triangulating them with left shift. She sought clarification around how progress was demonstrated against key strategic moves. The Chief Executive explained that left shift was the setting and not the service.

Dr Spraggett (NED) spoke about the removal of the caesarean section rate target but that it was still important to keep a track of the numbers. The Chief Operating advised that the metrics were kept to ensure oversight of the figures.

HH

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There were a lot of indicators in the report but it was a tool to be able to measure, manage and triangulate the outcomes.

Professor Gill (Nominated NED) spoke about easy access and left shift and that women who presented late in pregnancy were more likely to have complications with interventions and that this could be included as an indicator. The Chief Nursing Officer advised that this level of detail was presented in the Audit and Operational Governance Group (AOGG) reports to the Clinical Governance Committee.

Resolved – that

- (A) the Annual Review of Key Performance Indicators (including Quality Indicators) be approved and ratified, and**
- (B) the Chief Operating Officer ensure the absolute numbers were used with the percentages set against key performance indicators for easier understanding.**

HH

22.094

CHIEF EXECUTIVE'S REPORT

The Chief Executive presented this report and highlighted that the second Ockenden Report had been published. It was a shocking report and one that needed to be learnt from by a maternity perspective and a cultural transparency perspective. The Trust had an inspection by regional colleagues and the outcome was found to be encouraging in terms of the cultural issues. The Chief Executive spoke about the Infection Prevention and Control rules and guidelines and the enforcement of mask wearing in clinical areas to make it safe for staff and patients. The Elective Recovery, Purpose Health Coalition, Finance including fair share allocation and cyber security sections were also highlighted.

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

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

22.095

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 Consultant Gastroenterologist provided an update in the absence of the Chief Medical Director.

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

The Chairman asked about the performance of pressure ulcers and the Chief Nursing Officer responded that there had been some spikes in the performance but that reviews in community, where Covid-19 had had an impact on patients with long term conditions, had indicated that it was not an ongoing trend.

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The Chief Executive advised that after looking at data in the catchment areas it was noticeable that there was a lot of activity from Solihull. Solihull had an urgent treatment centre that had closed down due to Covid-19 and was checking when this would be re-opened as the demand was impacting on the flow of the organisation. The Chief Executive had raised the issue with national colleagues regarding the currency for Elective Recovery which concerned the percentages of the organisation's previous baselines in 2019. The Trust's baseline and productivity were high already so achieving over 104% would be a challenge for the Trust.

The Chief Nursing Officer advised that there was still a Red, Amber and Green (RAG) rating against maternity on the dashboard and that the strategy was to provide choice and the safest method at the time. The Chief Operating Officer would liaise with the Information Department to ensure the colouring was removed from the measures and that under the Care Quality Commission (CQC) domain, the wording should be Safe rather than Effective given the Ockenden outcome.

The Chairman asked whether the re-opening of the Minor Injuries Unit at Stratford Hospital would help A&E at Warwick Hospital. The Chief Operating Officer responded that after examining the data and the acuity of patients going through A&E they could not be managed at the Minor Injuries Unit at Stratford Hospital.

Mrs Whelan Tracy (NED) acknowledged how well the organisation had done not to have any patients waiting over 104 weeks. Mrs Whelan Tracey (NED) queried when the target for the 28 day faster cancer diagnostic standard would be reached. The Chief Operating Officer advised that she would organise a session with Mrs Whelan Tracy (NED) to go through the modelling in further detail.

Dr Spraggett (NED) asked whether there were any reasons regarding the non-compliance of appraisals. The Chief People Officer explained that it was challenging in a number of areas due to pressures around staffing, gaps, vacancies and sickness. Divisions had plans in place to ensure appraisals were completed between May to July 2022.

The Chief Executive advised that by complying with the accounting treatment changes, this would reduce the depreciation for the Trust and would be a benefit for future years. The Chief Finance Officer agreed and advised that the details of the technical accounting changes would be presented to Audit Committee the following week. Mrs Hyde (NED) commented that the accounting changes would apply to most NHS Trusts.

Resolved – that

- (A) the Integrated Performance Dashboard (including Mortality Report) be received and noted;**
- (B) the Chief Operating Officer liaise with the Information Department on the requested amendments to the dashboard, and**
- (C) the Chief Operating Officer and Mrs Whelan Tracy (NED) meet to discuss the target for the 28 day faster cancer diagnostic standard in more detail.**

HH

HH/SWT

HH

HH/SWT

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22.099	<p><u>Resolved</u> – that the Summary of Reports for Noting and Information be received and noted</p> <p><u>CLINICAL GOVERNANCE COMMITTEE REPORT FOR 9 MARCH 2022</u></p> <p>Dr Spraggett (NED) presented the report which was taken as read. He noted that the management of the Children in Crisis was still an issue and that a detailed report would be presented to the Clinical Governance Committee at the next meeting.</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 9 March 2022 be received and noted.</p>	
22.100	<p><u>FOUNDATION GROUP STRATEGY COMMITTEE REPORT FOR 22 FEBRUARY 2022</u></p> <p>Mr Page (NED) presented this report which was taken as read. Mr Page (NED) noted that this was the first meeting of the Committee with colleagues from Worcestershire Acute Hospitals NHS Trust in attendance and it provided good collaboration from attendees.</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 held on the 22 February 2022 be received and noted.</p>	
22.101	<p><u>ANNUAL REPORT OF SIGNINGS AND SEALINGS</u></p> <p>The Trust Secretary took the paper as read and highlighted that there was a significant number of documents that had been signed and sealed during 2021/22.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><u>Resolved</u> – that the Annual Report of Signings and Sealings be received and noted.</p>	
22.102	<p><u>YEAR END REPORT ON ANNUAL TRUST AND FOUNDATION GROUP OBJECTIVES 2021/22</u></p> <p>The Chief Executive presented the report and highlighted that these were for inclusion within the Trust's Annual Report for 2021/22. Good progress had been made and the following amber objectives were highlighted:</p> <ul style="list-style-type: none">(a) access to tertiary services;(b) new urgent care model;(c) use of informatics to support delivery of services, and	

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(d) data driven approach to planning that responds and addresses health inequalities.

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

Mrs Hyde (NED) commented that the amber objectives that were not transferred across to 2022/23 needed a mechanism to focus on them so they were kept under scrutiny. The Chief Executive explained that the BAF would have a closure report which would address the objectives and they would either be closed, transferred to the 2022/23 BAF or transferred to the Risk Register. The BAF closure report for 2021/22 and Quarter 1 BAF for 2022/23 would be submitted to the Board in July 2022.

Resolved – that the Year End Report on Annual Trust and Foundation Group Objectives 2021/22 be received and noted, and would be included in the Trust's Annual Report for 2021/22.

22.103

BOARD ASSURANCE FRAMEWORK AND RISK QUARTERLY REPORT

The Managing Director presented the report for Quarter 4 and noted the red risks. Good assurance was provided by the Divisions with the movement of risks and that recommendations from the Internal Audit Risk Management Review were being implemented across the areas.

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

Mrs Hyde (NED) observed that the Risk Appetite had been coloured red to green and was unsure that this was appropriate in the context and asked that this be represented in a different way.

Resolved – that:

- (A) the Board Assurance Framework for Quarter 4 2021-22 be received and noted;
- (B) risks scoring Red (15-25) on the Divisional Risk Registers be received and noted, and
- (C) the Managing Director ensure the red to green rating for the Risk Appetite be represented in a different way.

AC

AC

22.104

SUMMARY OF RATIFIED POLICIES

The Managing Director presented the report which included the summary of SWH 00298 – Staff Car Parking Policy and SWH 00168 – Medical Devices 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.

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22.105

SWFT STAFF SURVEY RESULTS 2021

ACTION

The Chief People Officer presented the report and advised that the report was a summary of the results of the 2021 NHS Staff Survey which was carried out between October and December 2021. The results were positive but there was a slight decrease in scores against previous years but this was in line with the national position. Recommendations were set out in the report and a comprehensive action plan would be developed to address the main themes emerging from the survey.

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

The Chief Executive advised that the survey was the most important indicator for the Trust and work was ongoing to make improvements.

Resolved – that

- (A) the SWFT Staff Survey Results 2021 be received and noted, and**
- (B) the recommendations set out in the report be supported.**

22.106

UPDATE ON NED APPOINTMENTS AND VOTING RIGHTS

The Chairman presented the report which was taken as read. An update was provided on the appointment of a nominated NED from the University of Warwick and two non-voting NEDs. Also that Ms Becker (NED) became a voting NED with immediate effect.

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

Resolved – that the Update on NED Appointments and Voting Rights be received and noted.

22.107

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 Clinical Governance Committee meeting held on 9 February 2022 be received and noted.

22.108

ANY OTHER BUSINESS

There was no further business raised.

Resolved – that the position be noted.

22.109

QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC

22.109.01

Two related questions from the Public Governor (West Stratford and Borders)

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'Under the heading 2022/23 Financial Plans, there seems to be a dichotomy between the Trust submitting its Financial Plans to NHSE / I and the allocation of funding to the ICS with no agreed formula for dividing this up on a "Fair Shares" basis'.

Who oversees the division of funding as both SWFT and GEH have submitted bids within the "Fair Shares" allocation but the University Hospitals Coventry and Warwickshire NHS Trust (UHCW) bid seems to be autocratic, showing a silo mentality more suitable for those living to the east of the Urals?'

The Chief Executive advised that with regard to revenue position the Trust had a statutory duty to break-even so there were no plans for making any adjustments. With regard to capital, the system capital allocation was replacement capital and not strategic capital. There were pots of available funding nationally which the Trust would have to bid for strategic projects.

Resolved – that the position be noted.

22.109.02 Question from a Public Governor (West Stratford and Borders)

'Under the Foundation Group Strategy Committee Report for 22 February 2022 (Minute 22.100 refers), there is a sub heading of "Ward Accreditation". Can this be explained and what benefits should this deliver?'

The Head of Nursing advised that Ward Accreditation was a model used nationally to accredit areas of clinical practice using quantitative and qualitative data. The benefits allowed the benchmarking of different wards and teams which would assist in identifying best practice and would be shared collectively.

Resolved – that the position be noted.

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

22.111 **APOLOGIES FOR ABSENCE**

22.112 **DECLARATIONS OF INTEREST**

22.113 **CONFIDENTIAL MINUTES OF THE MEETING HELD ON 2 MARCH 2022**

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

22.115 **RECRUITMENT AND RETENTION STEP CHANGE BUSINESS CASE**

22.116 **APPOINTMENTS AND REMUNERATION COMMITTEE REPORT FOR 10 MARCH 2022**

22.117 **HOST PROVIDER VERBAL UPDATE**

22.118 **SOUTH WARWICKSHIRE COMMUNITY DIAGNOSTIC CENTRE UPDATE**

22.119 **SENSYNE UPDATE (VERBAL)**

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22.120

BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING

22.121

ANY OTHER CONFIDENTIAL BUSINESS

22.122

DATE AND TIME OF NEXT MEETING

The next meeting would be held virtually on Wednesday 4 May 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.

ACTION



Signed

Russell Hardy

(Chairman)

Date 06.05.2022