

## SOUTH WARWICKSHIRE NHS FOUNDATION TRUST

### Minutes of the Board of Directors Meeting Held on Wednesday 2 February 2022 at 2.00pm via Microsoft Teams

#### Present:

Russell Hardy	(RH)	Chairman (present from Minute 22.010)
Charles Ashton	(CA)	Chief Medical Officer
Glen Burley	(GB)	Chief Executive
Fiona Burton	(FB)	Chief Nursing Officer
Anne Coyle	(AC)	Managing Director
Rosemary Hyde	(RH)	Non-Executive Director (NED)
Kim Li	(KL)	Chief Finance Officer
Simon Page	(SP)	NED – Acting Vice Chair (until Minute 22.010)
David Spraggett	(DS)	NED
Sue Whelan Tracy	(SWT)	NED

#### In attendance:

Yasmin Becker	(YB)	Associate NED
Sarah Collett	(SC)	Trust Secretary
Pablo Garcia De Paso	(PG)	Associate Medical Director for Governance (until Minute 22.015)
Sophie Gilkes	(SG)	Chief Strategy Officer
Rebecca Moore	(RM)	Head of Nursing
Gertie Nic Philib	(GP)	Chief People Officer
Mary Powell	(MP)	Head of Strategic Communications
Dawn Spencer	(DSp)	Board Administrator

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

#### **MINUTE** **22.001**

#### **APOLOGIES FOR ABSENCE**

Apologies for absence were received from the Chief Operating Officer.

**Resolved** – that the position be noted

#### **22.002**

#### **DECLARATIONS OF INTEREST**

There were no declarations of interest.

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

#### **22.003**

#### **MINUTES OF THE MEETING HELD ON 1 DECEMBER 2021**

**Resolved** – that the Minutes of the meeting held on 1 December 2021 be confirmed as an accurate record of the meeting and signed by the Chairman.

#### **22.004**

#### **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.

#### **ACTION**

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<u>MINUTE</u>		<u>ACTION</u>
	<p><b><u>Resolved</u> – that the position be noted.</b></p>	
22.004.01	<p><u>Clinical Governance Committee (CGC) Reports for 9 December 2020 and 13 January 2021 (Minute 21.370.02 refers)</u></p> <p>The Chief Executive advised that the Coventry and Warwickshire Pathology Service (CWPS) would continue to be in a national framework financially, until the middle of next year due to the ongoing demands of Covid-19. Arrangements would then revert back to pre-existing plans. There would be a formal joining of colleagues from Herefordshire and Worcestershire Health and Care NHS Trust and the Chief Executive would bring back details to Board when available.</p> <p><b><u>Resolved</u> – that the position be noted.</b></p>	
22.004.02	<p><u>Monthly Safe Staffing Report (Minute 21.374 refers)</u></p> <p>The Chief Nursing Officer advised that the Chairman had been briefed on the monthly usage of bank and agency hours and that they were split as follows:</p> <ul style="list-style-type: none"> <li>(a) 90% Bank</li> <li>(b) 7-10% Agency</li> </ul> <p>Work was in progress to ascertain the number of whole time equivalent (WTE) staff that this split would equate to.</p> <p><b><u>Resolved</u> – that the position be noted.</b></p>	
22.004.03	<p><u>Clinical Governance Committee Report for 10 November 2021 (Minute 21.375 refers)</u></p> <p>The Chief Executive advised that discussions had been held around staffing pressures in Domiciliary Care and Care Homes and was covered within the Annual Trust and Foundation Group objectives which were considered in the confidential section of the meeting (Minute 22.030 refers).</p> <p><b><u>Resolved</u> – that the position be noted.</b></p>	
22.004.04	<p><u>Board Assurance Framework (BAF) 2020/21 and Risk Quarterly Report (Minute 21.104 refers)</u></p> <p>The Managing Director advised that Risk Appetite training had been undertaken at the Board Workshop session in the morning. The Risk Management Strategy would be launched at April 2022 Board meeting with training scheduled to take place in May 2022 in order to align to the refreshed Risk Management Strategy and would incorporate Black Swan training.</p> <p><b><u>Resolved</u> – that the position be noted.</b></p>	
22.005	<p><b><u>APPOINTMENT OF VICE CHAIR</u></b></p>	

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The Chief Executive presented this report on behalf of the Chairman which recommended that Mr Simon Page (NED) be appointed as Vice Chair of the Trust to replace Mr Bruce Paxton following the end of his term of office. The recommendation had been considered by the Governor's Nominations and Remuneration Committee and a recommendation would be made to the Council of Governors meeting on 10 February 2022 for approval.

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

**Resolved - that:**

- (A) the proposed recommendation of Mr Simon Page (NED) for the role of the Trust's Vice Chair be considered, and**
- (B) a recommendation be made to the Council of Governors meeting on 10 February 2022 to approve the appointment.**

**RH/SC**

**22.006**

**RECOMMENDATION FOR SENIOR INDEPENDENT DIRECTOR**

The Chief Executive presented this report on behalf of the Chairman and advised that the recommendation was to appoint Mrs Sue Whelan Tracy (NED) as the Trust's Senior Independent Director (SID). The recommendation would be considered by the Council of Governors at its meeting on 10 February 2022 and then submitted to the Board Meeting on 2 March 2022 for ratification.

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

**Resolved - that:**

- (A) the proposed recommendation of Mrs Sue Whelan Tracy for the role of Trust's SID be considered;**
- (B) a recommendation be made to the Council of Governors meeting on 10 February 2022 to consider the appointment, and**
- (C) a recommendation to appoint Mrs Sue Whelan Tracy as the Trust's SID be submitted to the Board meeting on 2 March 2022 for ratification.**

**RH/SC**

**22.007**

**REVIEW OF POLICY REVIEW GROUP TERMS OF REFERENCE**

The Managing Director introduced the revised Terms of Reference for the Policy Review Group. It was noted that there was a change to the Deputy Chair role and an update to all job titles where appropriate.

The Acting Vice Chair invited questions and perspectives, but there were no further comments.

**Resolved - that the review of the Policy Review Group Terms of Reference be approved and ratified.**

**22.008**

**GREEN PLAN**

The Chief Strategy Officer advised that the Plan had been discussed in detail at the Board Workshop session held earlier that morning. The Chief Strategy

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Officer presented a brief background to the Green Plan which had been produced to a tight deadline and thanks were given to the Sustainability Manager and other leads involved in producing the Plan. The ambition of the Green Plan was to achieve net zero carbon by 2040 and to ensure that it was aligned to the Estates Strategy.

The Acting Vice Chair invited questions and perspectives, and of particular note was the following point.

The Chief Executive was very supportive of the Plan which would evolve over the next couple of years. It was important to note any future opportunities or innovations that would enable the organisation to achieve the milestone set out in the Green Plan.

The Chief Strategy Officer agreed to bring back updates on the Green Plan to the Board on a regular basis.

**SG**

**Resolved – that**

- (A) the Green Plan, recognising the ambition set out to achieve net zero carbon by 2040, be approved and ratified, and**
- (B) the Chief Strategy Officer bring back updates on the Green Plan to the Board on a regular basis.**

**SG**

**22.009**

**CHIEF EXECUTIVE'S REPORT**

The Chief Executive presented this report and highlighted the NHS England (NHSE) Annual Planning Guidance for 2022/23, new standard NHS Contract terms, National Discharge Taskforce, Covid-19 update, Getting it Right First Time (GiRFT) Analysis and the integrated Single Point of Access (iSPA) and integrated Care Co-ordination (iCC) Team sections.

The Acting Vice Chair invited questions and perspectives, and of particular note were the following points:

Mrs Hyde (NED) enquired on the position of the roll out of SMART technology and sought clarification around whether the roll-out was still at a pilot stage or had it been rolled out extensively and was the technology in nursing homes or private homes only. The Chief Executive responded that there had been an extensive roll-out of technology across Warwickshire. Docobo (monitoring device) supported individuals in Care Homes and the data provided from the devices had been reported nationally. This data was collated from Care Homes in North Warwickshire and some Care Homes in South Warwickshire. The roll out now would be to cover all Care Homes in South Warwickshire which would be moved forward on. MySense was being trialled with respiratory patients in their own homes. These technologies were being evaluated for their benefits through the Digital Hub at Stratford Hospital. Also, the organisation was looking at Herefordshire and Worcestershire Health and Care NHS Trust working alongside the Trust to monitor Docobo either by implementing South Warwickshire NHS Foundation Trust (SWFT) best practice or with SWFT supporting Hereford and Worcester. The Chief Executive would like a further Board Workshop on SMART technology to review work undertaken so far.

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**Resolved – that:**

- (A) the Chief Executive's Report be received and noted, and
- (B) the Managing Director of Innovate Healthcare Services Ltd be invited to a future Board Workshop to review the SMART technology evaluations and to the work undertaken so far.

**DSp/ACa**

**22.010**

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

The Managing Director presented this report and in turn the Chief Nursing Officer, Chief People Officer, Chief Finance Officer and Chief Medical Officer gave updates on their respective areas. The Managing Director presented the Chief Operating Officers section in her absence.

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

Mrs Hyde (NED) spoke about two Serious Incidents that had occurred over the last couple of months and requested an explanation to what they related to with the outcomes. The Chief Nursing Officer explained that the incidents related to a guidewire and an implant and the outcomes had been submitted to the Clinical Governance Committee for review. The guidewire incident was due to human error and, as an outcome, more guidance had been issued concerning the different types of equipment in the Intensive Care Unit (ICU) which would be included in inductions for new staff. The implant was not the correct size used in a knee replacement but had not caused any harm to the patient and had not affected their mobility.

Dr Spraggett (NED) advised that the results for the Friends and Family Test (FFT) were higher from patients in the community than the acute and sought clarification around what learning could be gained to improve the results for the acute. The Chief Nursing Officer explained the differences and methodology used by each service. Dr Spraggett (NED) also asked about the caesarean section rate and that the Trust was higher than the national rate and sought assurance around what was being done to address the rates. The Chief Nursing Officer explained that an ongoing audit was undertaken and presented to the Clinical Governance Committee on a regular basis. The Chief Nursing Officer explained that, on balance, a caesarean section was the best solution for the safety of the mother and the baby. There was also a percentage of women who elected to have a caesarean section which was higher than the population.

Mrs Hyde (NED) highlighted the cancer faster diagnosis challenges within the Chief Operating Officer's section. She noted that it would appear that University Hospitals Coventry and Warwickshire NHS Trust (UHCW) was ahead of SWFT and George Eliot Hospital NHS Trust (GEH) and sought clarification around whether this was due to control in the Trust or links to tertiary providers and if there were system discussions in place to improve the position. The Managing Director replied that there were three services, in terms of referrals, that were struggling with the 28 day standard faster diagnosis target. A lot of work was underway with regard to pathway redesign, collaboration within the system and primary care colleagues and, there had

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been investment in the pathways by both the Trust and the system. The Managing Director advised that the combination of the increase in referrals from primary care and the access to diagnostics had an effect on the overall Trust performance. The Chief Executive explained that the success factors had been the level of diagnostic activity that the Trust had been able to recover and there was continuing high volumes of diagnostic activity being undertaken by the organisation. Mrs Whelan Tracy (NED) noted that she would welcome a forward view of the 28 day cancer diagnosis target.

The Chief Executive highlighted that the sickness levels in the Trust were the lowest in the region throughout Covid-19 and that the organisation had a dedicated workforce which had kept the levels so low.

The Chief Executive spoke about the non-recurrent Cost Improvement Plans (CIPs) being presented alongside the recurrent CIPs and that the Trust was operating within the resources that had been allocated to them. Systems like the one the Trust was placed in was working in deficit due to the challenging recovery target. Historically, the organisation was one of the most cost effective organisations in the NHS and to be given the same recovery targets as NHS trusts who had large deficits was a discussion to be had the Integrated Care System Board.

The Chairman asked how often the Trust could assess its reference costs. The Chief Finance Officer advised that the plan was to work on a quarterly basis rather than on an annual basis as it was at present.

**Resolved** – that the Integrated Performance Dashboard (including Mortality Report) be received and noted.

22.011

**MONTHLY SAFE STAFFING REPORT**

The Chief Nursing Officer presented the report and highlighted the position on staff vacancies and the increased demand, particularly around adult mental health patients, who were staying for lengthy periods of time in Warwick Hospital. The Chief Nursing Officer advised that on reflection there was a need to improve operational planning. A large percentage of the temporary workforce recently had been working in new services or had provided cover for winter annual leave. A better strategy was needed for forward thinking to avoid high cost agency usage.

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

Mrs Whelan Tracey (NED) advised that with regard to the operational planning there was a piece of work that was being undertaken in maternity services regarding workforce levels and sought clarification around whether this work was still on track. She also noted that with regard to clinical support workers there was an upward trend of them leaving the organisation and asked whether there was a strategy Trust-wide to address this. The Chief Nursing Officer advised that the maternity work was on track and a meeting was arranged with the Associate Director of Midwifery to discuss the workforce capacity demand. The step change to date was for clinical support workers (CSW) apprenticeship

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schemes. National funding had been received and recruitment was underway; refreshing and improving the career progression for those in care services. The Chairman queried whether there was any evidence of CSWs leaving who had not wanted the vaccinations. The Chief People Officer replied that she had not seen any significant number of staff leaving the Trust because of refusing vaccinations but this had affected CSWs who were in social care and domiciliary care.

The Chairman queried whether the costs incurred for Children in Crisis had been identified and whether the Trust had informed Coventry Warwickshire Partnership NHS Trust (CWPT) of these costs. The Chief Nursing Officer advised that it was her understanding that CWPT had been notified of the costs as SWFT's financial teams had analysed the costs involved. It was noted that some of the costs had been invoiced to social care.

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

**22.012**

**PATIENT EXPERIENCE QUARTERLY REPORT**

The Chief Nursing Officer presented the report and advised that there was good levels of patient experience with low levels of complaints. The patient portal had been included in the report for the first time and had empowered patients to manage their own health. The FFT had not always been successful in gaining public feedback so a public engagement session had been held. This session was successful and would be rolled out as a method of triangulating feedback.

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

**Resolved** – that the **Patient Experience Quarterly Report** be received and noted.

**22.013**

**CAPITAL PROGRAMME UPDATE REPORT**

The Chief Strategy Officer advised that the multistorey car park would be opened on 14 February 2022 which would help support the workforce. The capital programme was on track and the capital spend in the last quarter would be looked at carefully to ensure that the organisation was in a good position for the next financial year. The risk around the Cath Lab was being mitigated and there was work starting on Macgregor Ward to improve the environment.

The Chairman thanked Mr Roger Lloyd (Public Governor for West Stratford and Borders) and the governors for their sterling work over the years who had helped push the multistorey car park project forward.

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

**22.014**

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

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The Associate Medical Director for Governance presented the report and advised that the Trust was in a reassuring position. The mortality indicators remained well within the control limits and the Medical Examiner role was expanding. Appropriate advanced care planning was the theme that emerged from regional and national mortality reviews in order to provide better experience for patients and families.

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

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

**22.015**

**CARE QUALITY COMMISSION (CQC) UPDATE INCLUDING INSIGHTS REPORT**

The Chief Nursing Officer presented this report which was taken as read. The Chief Nursing Officer explained that the Trust was in an improving position despite the current pressures.

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

**Resolved** – that the CQC Update including Insights Report be received and noted.

**22.016**

**AUDIT COMMITTEE REPORT FOR 8 DECEMBER 2021**

Mrs Hyde (NED) presented this report which was taken as read and noted that all the Internal Audit reports that were received had all been given significant assurance of the general systems in place in the Trust. Mrs Hyde (NED) highlighted that an external review earlier in the year had found that the Trust did not meet the standard required for Cyber Essentials Plus (CE+) accreditation. Innovate Healthcare Services Ltd was recruiting 3 additional cyber security roles to mitigate the current cyber security risks. It was recognised that CE+ accreditation would not be achieved in time for the Data Protection and Security Toolkit (DPST) submission in June 2022. Cyber security was a growing threat for all organisations and that the Trust remained at risk despite the growing investment.

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

**Resolved** – that the Audit Committee Report for 8 December 2021 be received and noted.

**22.017**

**CLINICAL GOVERNANCE COMMITTEE REPORTS FOR 8 DECEMBER 2021 AND 12 JANUARY 2022**

Dr Spraggett (NED) presented the report which was taken as read. He noted that the meeting held in January 2022 had been abridged due to the Covid-19

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situation which meant no formal reports had been received and verbal updates only had been given.

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

The Chairman thanked the NEDs for their hard work and diligence.

**Resolved** – that the **Clinical Governance Committee Reports for 8 December 2021 and 12 January 2022 be received and noted.**

**22.018**

**BOARD ASSURANCE FRAMEWORK AND RISK QUARTERLY REPORT**

The Managing Director presented this report and advised that it did not highlight any particular concerns but it flagged the highest current risks including the financial challenges faced by the Trust.

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

Mrs Hyde (NED) commented that there was no reference to cyber security risks in the report. The Managing Director explained that as part of the refresh for the risk management strategy, the infrastructure around implementation had been examined which had led to the recasting of the Corporate Risk Group. It would be with that group where the cyber risk and system based risk would be held and become more visible.

**Resolved** – that

- (A) **the Board Assurance Framework for Quarter 3 2021/22 update be received and noted, and**
- (B) **the Red (15-25) risks on the Divisional Risk Registers be received and noted.**

**22.019**

**SUMMARY OF RATIFIED POLICIES**

The Managing Director presented the report which included the summary of SWH 05676 - Corporate Records Policy and SWH 00306 - Development and Control of Trust Documents Procedure.

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

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

**22.020**

**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 Registration Authority Annual Report.

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	<p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><b><u>Resolved</u></b> – that the Summary of Reports for Noting and Information be received and noted.</p>	
22.021	<p><b><u>UPDATED REGISTER OF DIRECTORS AND REGISTER OF DIRECTORS' INTERESTS</u></b></p> <p>The Trust Secretary presented the report which was taken as read. She noted that the changes reflected that Bruce Paxton's term of office had ended as a NED and that Harkamal Heran had transferred into the Acting Chief Operating Officer role.</p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><b><u>Resolved</u></b> – that the Updated Register of Directors and Register of Directors' Interests be received and noted.</p>	
22.022	<p><b><u>BOARD COMMITTEE MINUTES – OPEN MEETINGS</u></b></p> <p>The Chairman invited questions and perspectives, but there were no further comments.</p> <p><b><u>Resolved</u></b> – that the Board Committee Minutes – Open Meetings for the Audit Committee meeting held on the 13 October 2021 and the Clinical Governance Committee meetings held on 10 November 2021 and 8 December 2021 be received and noted.</p>	
22.023	<p><b><u>ANY OTHER BUSINESS</u></b></p> <p>There was no further business raised.</p> <p><b><u>Resolved</u></b> – that the position be noted.</p>	
22.024	<p><b><u>QUESTIONS FROM GOVERNORS AND MEMBERS OF THE PUBLIC</u></b></p>	
22.024.01	<p><b><u>Question from a Public Governor (West Stratford and Borders)</u></b></p> <p>The Public Governor referred to the Chief Operating Officer's section of the Integrated Performance Dashboard (Minute 22.010 refers) and asked the following question:</p> <p><i>'Whilst the 28 day Cancer Treatment and the 31 day Diagnosis to Treatment cases are below the target values, is the direction of travel acceptable and consistent with an upward trend and how does SWFT's performance rate in our system?'</i></p> <p>The Managing Director explained that the 28 day Cancer treatment performance had been covered under the Integrated Performance Dashboard (Minute 22.010 refers). The 31 day Diagnosis to Treatment performance had</p>	

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been more variable in delivery although there had been an upward trend since July 2021 and that the forecasting for January 2022 indicated that the standard would be met. The Trust was delivering more treatments than before which had placed the Trust as one of the fastest recovering cancer services in the West Midlands.

**Resolved – that the position be noted**

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

*‘Is the Chief Medical Officer content with the state of the pathology turnaround times?’*

The Chief Medical Officer responded that there had been considerable improvement, staff had been retained in the laboratory and the latest turnaround times for the latest figures were within the standard. It was to be noted that the histopathologists employed by SWFT undertook the work although the laboratory was within the Coventry and Warwickshire Pathology Network.

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

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

*‘With Cost and Productivity Improvement Plans (CPIP) appearing to be far below the required values, does the Chief Finance Officer have plans in place to mitigate for the absence of CPIPs to achieve a surplus in 2021/22?’*

The Chief Finance Officer assured the Board and the public that schemes and plans were in place to achieve a break-even position if not a surplus position at the end of the financial year.

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

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

22.026 **APOLOGIES FOR ABSENCE**

22.027 **DECLARATIONS OF INTEREST**

22.028 **CONFIDENTIAL MINUTES OF THE MEETING HELD ON 1 DECEMBER 2021**

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

22.030 **DRAFT ANNUAL TRUST AND FOUNDATION GROUP OBJECTIVES 2022/23**

22.031 **SWFT ELECTRONIC PATIENT RECORD (EPR) OUTLINE BUSINESS CASE**

22.032 **ESTATES STRATEGY**

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22.033	<u>ELECTIVE HUB DEVELOPMENT</u>	
22.034	<u>REPLACEMENT OF CATH LAB EQUIPMENT</u>	
22.035	<u>APPOINTMENTS AND REMUNERATION COMMITTEE REPORT FOR 9 DECEMBER 2021</u>	
22.036	<u>SWFT CLINICAL SERVICES LET QUARTERLY UPDATE REPORT</u>	
22.037	<u>HOST PROVIDER UPDATE</u>	
22.038	<u>AUDIT COMMITTEE REPORT FOR 8 DECEMBER 2021 – CLOSED MEETING</u>	
22.039	<u>BOARD COMMITTEE MINUTES – CONFIDENTIAL/CLOSED MEETING</u>	
22.040	<u>ANY OTHER CONFIDENTIAL BUSINESS</u>	
22.041	<u>DATE AND TIME OF NEXT MEETING</u>	
	<p>The next meeting would be held virtually on Wednesday 2 March 2022 at 2.00pm.</p> <p>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.</p>	



Signed

\_\_\_\_\_  
Russell Hardy

(Chairman)

Date 2.03.2022