

**SOUTH WARWICKSHIRE UNIVERSITY NHS FOUNDATION TRUST (SWFT)  
WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST (WAHT)  
GEORGE ELIOT HOSPITAL NHS TRUST (GEH)  
WYE VALLEY NHS TRUST (WVT)**

**Public Minutes of the Foundation Group Boards Meeting  
Held on Thursday 2 May 2024 at 1.30pm via Microsoft Teams**

GEH, SWFT, WAHT and WVT make up the Foundation Group Boards. Every quarter they meet in parallel for a joint Boards meeting. It is important to note that each Board is acting in accordance with its Standing Orders.

Present:

Russell Hardy	(RH)	Group Chairman
Charles Ashton	(CA)	Chief Medical Officer SWFT
Yasmin Becker	(YB)	Non-Executive Director (NED) SWFT
Tony Bramley	(TB)	NED WAHT
Glen Burley	(GB)	Group Chief Executive
Fiona Burton	(FB)	Chief Nursing Officer SWFT
Adam Carson	(AC)	Managing Director SWFT
Stephen Collman	(SC)	Managing Director WAHT
Richard Colley	(RC)	NED SWFT
Neil Cook	(NC)	Chief Finance Officer WAHT
Geoffrey Etule	(GE)	Chief People Officer WVT
Catherine Free	(CF)	Managing Director GEH
Lucy Flanagan	(LF)	Chief Nursing Officer WVT
Harkamal Heran	(HH)	Chief Operating Officer SWFT
Sharon Hill	(SH)	NED WVT
Colin Horwath	(CH)	NED WAHT
Jane Ives	(JI)	Managing Director WVT
Ian James	(IJ)	NED WVT
Haq Khan	(HK)	Chief Finance Officer GEH
Helen Lancaster	(HL)	Chief Operating Officer WAHT
Vikki Lewis	(VL)	Chief Digital Information Officer WAHT
Kim Li	(KL)	Chief Finance Officer SWFT
Anil Majithia	(AM)	NED GEH
Frances Martin	(FM)	NED and Vice Chair WVT
Karen Martin	(KM)	NED WAHT
Simon Murphy	(SM)	NED and Deputy Chair WAHT
Katie Osmond	(KO)	Chief Finance Officer WVT
Simon Page	(SP)	NED and Vice Chair SWFT
Grace Quantock	(GQ)	NED WVT
Sarah Raistrick	(SR)	NED GEH
Naj Rashid	(NR)	Chief Medical Officer GEH
Sarah Shingler	(SS)	Chief Nursing Officer WAHT
David Spraggett	(DS)	NED SWFT
Nicola Twigg	(NT)	NED WVT
Sue Whelan Tracy	(SWT)	NED SWFT
Umar Zamman	(UZ)	NED GEH

In attendance:

Sarah Assinder	(SA)	Deputy Chief Operating Officer WVT (deputising for Chief Operating Officer WVT)
Jon Barnes	(JB)	Chief Transformation and Delivery Officer WVT
Julian Berlet	(JBe)	Deputy Chief Medical Officer WAHT
Rebecca Bourne	(RB)	Head of Communications WAHT

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Ellie Bulmer	(EB)	Associate Non-Executive Director (ANED) WVT
Oliver Cofler	(OC)	ANED SWFT
Sarah Collett	(SCo)	Trust Secretary GEH/SWFT
Alan Dawson	(AD)	Chief Strategy Officer WVT
Laura Gibson	(LG)	Associate Chief Operating Officer GEH (observing)
Phil Gilbert	(PGi)	NED (Non-Voting) SWFT
Jeanette Halborg	(JH)	Deputy Chief Nursing Officer GEH (deputising for the Chief Nursing Officer GEH)
Richard Haynes	(Rha)	Director of Communications WAHT
Erica Hermon	(EH)	Associate Director of Corporate Governance WVT and Company Secretary WVT/WAHT
Oli Hiscoe	(OH)	ANED SWFT
Alison Koeltgen	(AK)	Chief People Officer WAHT
Rosie Kneafsey	(RK)	ANED GEH
Chelsea Ireland	(CI)	Foundation Group EA (Meeting Administrator)
Kieran Lappin	(KL)	ANED WVT
Michelle Lynch	(ML)	ANED WAHT
Tom Morgan-Jones	(TMJ)	Deputy Chief Medical Officer WVT (deputising for Chief Medical Officer WVT)
Jo Newton	(JN)	Director of Strategy and Planning WAHT
Jenni Northcote	(JNo)	Chief Strategy Officer GEH
Gertie Nic Philib	(GP)	Chief People Officer GEH/SWFT
Richard Oosterom	(RO)	ANED WAHT
Barti Patel	(BP)	ANED SWFT
Mary Powell	(MP)	Head of Strategic Communications SWFT
Jackie Richards	(JR)	ANED GEH
Sue Sinclair	(SSi)	ANED WAHT
Robin Snead	(RS)	Chief Operating Officer GEH
James Turner	(JT)	Head of Communications and Engagement GEH
Jules Walton	(JW)	Deputy Chief Medical Officer WAHT

There were four SWFT Governors, and three guest observers in attendance. There was one member of the public in attendance.

**MINUTE**

**24.032**

**APOLOGIES FOR ABSENCE**

Apologies for absence were received from: Paul Capener, ANED GEH; Paramjit Gil, Nominated NED SWFT; Sophie Gilkes, Chief Strategy Officer SWFT; Natalie Green, Chief Nursing Officer GEH; Mark Hetherington, ANED GEH; Julie Houlder, NED and Vice Chair GEH; Simone Jordan, NED GEH; Zoe Mayhew, Chief Commissioning Officer (Health and Care) SWFT; David Moon, Group Strategic Financial Advisor; Dame Julie Moore, NED WAHT; Andrew Parker, Chief Operating Officer WVT; and Jo Rouse, NED WVT.

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

**24.033**

**DECLARATIONS OF INTEREST**

**ACTION**

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The Group Chairman declared that his son had been made the Director of Strategy for GB UK Group Limited.

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

24.034

**PUBLIC MINUTES OF THE MEETING HELD ON 7 FEBRUARY 2024**

Mr Lappin (ANED WVT) noted that his title was incorrect and needed amending to be Associate Non-Executive Director of WVT.

**Resolved – that the public minutes of the meeting held on 7 February 2024 be confirmed as an accurate record of the meeting subject to the amendments above and signed by the Group Chairman.**

24.035

**MATTERS ARISING AND ACTIONS UPDATE REPORT**

24.035.01

Foundation Group Performance Report (minutes 23.058, 23.080.01 and 24.007.02 refers)

The Managing Director for GEH confirmed that the cancer diagnosis following Emergency Department (ED) attendance data had been received. She shared this with the Foundation Group Boards and explained that GEH was an outlier. The next piece of work was to understand why GEH were an outlier and where any adjustments needed to be made.

The Group Chairman requested that the action remain open and the Managing Director of GEH provide an update on the progress of GEH next time.

**Resolved – that the GEH cancer diagnosis from ED attendance update be provided at the August 2024 meeting.**

**CF**

24.035.02

Deep Dive into Additional Performance Measures – Theatre Productivity (minutes 23.060 and 24.007 refers)

The Chief Operating Officer for GEH confirmed that Theatre Productivity was being worked through as part of the Deep Dives schedule of the Chief Operating Officers. He assured the Foundation Group Boards that Theatre Productivity would be picked up at the August 2024 meeting as a deep dive.

**Resolved – that the Chief Operating Officers look into recording Theatre Utilisation data by cost per minute rather than by a percentage.**

**COOs**

24.035.03

Equality Update – NHS Equality Delivery Scheme (EDS) (minute 24.013 refers)

The Chief Operating Officer for SWFT/GEH confirmed that the EDI leads were working through the EDS assessment work and acting as peers for each other. As part of the work, they were ensuring that the EDS report captured citizens from Groups which were harder to reach.

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24.036

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

**OVERVIEW OF KEY DISCUSSIONS FROM THE FOUNDATION GROUP  
BOARDS WORKSHOP**

The Group Chairman provided an overview of the discussions from the Foundation Group Workshop. He highlighted the four sessions that made up the Foundation Group Boards Workshop which included guest speaker, Sir Jim Mackey, Chief Executive Newcastle Upon Tyne Hospitals NHS Foundation Trust and National Director of Elective Recovery. The Group Chairman explained that Sir Jim Mackey's update included encouraging the Foundation Group to continue sharing best practice at pace with a particular focus on integration at place and productivity. The Group Chairman continued that there had been an update on the Foundation Group's approach to being a flexible employer, followed by an update on Warwickshire's Discharge Front Runner Programme and Herefordshire Better Care Fund. He took the time to highlight the importance of Flow and the work taking place across the organisations to minimise length of stay.

The Group Chairman concluded that the Foundation Group Boards Workshop ended with a session from Partners at Weightmans LLP on the four Boards legal responsibilities individually and as a collective.

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

24.037

**FOUNDATION GROUP PERFORMANCE REPORT**

The Managing Director for WVT provided an update on WVT's key performance data. She highlighted that Theatre Productivity was a concern despite being an improving picture. Theatre Productivity had improved from seventy-five percent to eighty percent, however productivity needed to be eighty-five percent to meet the National standard. The Managing Director for WVT explained that Theatre usage had become a focus as well as productivity and improvement was being seen. The Managing Director for WVT noted that sickness levels at WVT were the lowest they had been at four percent however this was being monitored with a focus on health and wellbeing to ensure they stayed low. The Managing Director for WVT informed the Foundation Group Boards that she was most proud of Cancer performance, with WVT having met the February and March 2024 Faster Diagnosis Standard. This had exceeded the National target for March 2025. She then confirmed that WVT were on track to exceed the 62-day performance target nationally of seventy percent by March 2025, meaning sustainable improvement in Cancer pathways for the Trust.

The Managing Director for SWFT provided an update on SWFT's key performance data. He focused initially on SWFT's ED performance highlighting how 300 attendances in a day used to be unheard of but had now become routine. He explained how this demonstrated the immense increase in demand on services. However, the Managing Director for SWFT celebrated how the ED

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teams had coped, with SWFT ending March 2024 as one of the top performing Trusts nationally for four-hour performance and ambulance handover times. This supported the approach SWFT had taken to address flow across the hospital to support pressures in ED. The Managing Director for SWFT informed the Foundation Group Boards that SWFT should be able to access a portion of capital funding for being a top performing Trust but also for the improvement seen between January and March 2024. He took the time to thank the Operational Teams and the Chief Operating Officer for SWFT. The Managing Director for SWFT explained that he was closely monitoring Cancer and Diagnostics waits across the Trust. He explained that SWFT were slightly below the trajectory for the 62-day standard for Cancer performance, and they were below the desired position for Diagnostic waits. He explained that this was mainly due to particularly high referral numbers seen in the last twelve months, and performance in non-obstetric ultrasound. The Managing Director for SWFT continued that despite this, both had seen real improvement in recent months, partly due to investment in staffing and would remain an area of focus to ensure that improvement was maintained. The Managing Director for SWFT informed the Foundation Group Boards that he was most worried about Orthodontics and Orthodontic waits. The Trust had done well to reduce long waits across all services and had no patients waiting longer than 65 weeks at the end of 2023, apart from in Orthodontics. He continued that there was a national issue for recruitment to Orthodontic Services and SWFT had been working with the Integrated Care Board (ICB) and NHS England (NHSE) for support due to the lack of capacity to get through their waiting list. The Managing Director assured the Foundation Group Boards that the Trust had been informed that there were providers who were willing to support the Trust, and therefore improvement should be seen in coming months.

The Managing Director for GEH provided the Foundation Group Boards with an update on GEH's key performance data. She highlighted that GEH had exceeded the 76 percent standard for four-hour performance, however this was under challenging conditions and flow remained a challenge with delays for patients waiting admission still high. The Managing Director for GEH added that ambulance performance had improved in to April 2024. She took the time to thank the Operational teams for delivering the standards that they had been given despite the pressures. The Managing Director for GEH informed the Foundation Group Boards that both mortality figures, SHMI (Summary Hospital-Level Mortality Indicator) and HSMR (Hospital Standardised Mortality Ratios) were within expected range, and SHMI had reduced further since the report had been published. She highlighted that it was pleasing to see both mortality figures in expected range for the first time in a while. The Managing Director for GEH explained that she was pleased to report an improvement in the Cancer 28-day Referral to Diagnostic Confirmation Standard which the Trust had been struggling to achieve. She added there had also been an improvement in the 62-days for treatment figure, however there was still work to do. The Managing Director for GEH continued that the Referral to Treatment (RTT) figures were improving, with the Trust hoping to eliminate patients waiting 65-weeks or longer by the end of May 2024. She concluded by highlighting the work that GEH were doing on Theatre Utilisation, and this had

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been aided by opening two new wards to co-locate surgical services together, meaning patients were able to recover on wards and not in operating theatres.

The Managing Director for WAHT provided an overview of WAHT key performance areas. He explained that ED had seen improvements in similar areas to the rest of the Foundation Group Trusts, which was pleasing, but particularly there had been an improvement in Handover delays which had been an issue for WAHT for a while. The Managing Director for WAHT explained that there had been a high-risk number of attendances through the ED department, especially walk-ins, and therefore the Trust was completing an attendance audit with the ICB. In terms of Cancer Performance, the Trust had had over 400 patients waiting over 62-days, and this had now been reduced to under 190 for which the Trust had received a letter of thanks from the National Cancer Team. The Managing Director for WAHT highlighted WAHT work around RTT 78-weeks breaches, which had been reduced from 150 to 27. He added that there was a plan in place to eliminate 78-week-waits completely by the end of July 2024. The Managing Director for WAHT thanked WVT for their work with WAHT around fragile services to put more robust plans in place.

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

The Group Chief Executive started by celebrating WAHT's improvement achievements, particularly around Cancer and their letter from the National Cancer Team. He expressed the importance of Theatre Utilisation, highlighting that the theatre start time analysis in the Foundation Group Performance report indicated that the majority of theatre lists were not starting on time. The Foundation Group Chief Executive explained that often it was about not having the first bed availability for the first patient as this would inevitably delay theatre starting. He expressed the need to ensure robust plans were in place to prevent this happening and therefore maximising Theatres capacity to drive down waiting lists.

**Resolved – that the Foundation Group Performance Report be received and noted.**

**24.038**

**DEEP DIVE INTO URGENT AND EMERGENCY CARE (UEC)**

The Chief Operating Officer for GEH presented the Deep Dive into UEC to the Foundation Group Boards. He explained that as a group the Chief Operating Officers from across the Foundation Group work together on a range of topics to share best practice and learnings. The Chief Operating Officer for GEH added that the Chief Operating Officers had focused on Same Day Emergency Care (SDEC), Attendance Avoidance, Admission and Discharge Pathways and Virtual Wards as part of their deep dive into UEC. The Chief Operating Officer for GEH highlighted that WAHT appeared to have a higher overall attendance compared to the rest of the Trusts in the Foundation Group, however their data included Worcestershire Royal Hospital, Alexandra Hospital and Kidderminster Hospital. The Chief Operating Officer for GEH provided an overview of activity

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across the Group in each focus area, which highlighted key focus areas moving forward. He explained that when you looked at the data broken down in different ways, for example by type one (more unwell) attendances per 1000 population, all hospitals in the Foundation Group were largely similar but WAHT had the lowest figure despite having the highest overall attendance rate. He highlighted that looking at the data in different ways had helped the Chief Operating Officers have an overall picture and determine future focus areas. The Chief Operating Officer for GEH also presented the Virtual Wards comparison data which showed that the only Virtual Ward service that each Trust had in common was the Intravenous Outpatient (IV OPAT) service. This showed the extent that the Foundation Group could learn from each other, by using pre-existing pathways and standard operating procedures to quickly set up services elsewhere in the Foundation Group.

The Chief Operating Officer at WAHT presented the key issues, drivers, and improvements for each organisation. Key challenges across the Foundation Group were mainly around overcrowding in ED, sedate flow, bed capacity and intelligence conveyancing. The Chief Operating Officer for WAHT presented the Foundation Group Boards with the common opportunities across the Foundation Group and these included SDEC, improving Length of Stay (LoS), Single Point of Access developments, OPAT expansion, Consultant Connect learning, and developing the Virtual Ward offer. She continued by explaining the next steps which included plans to hold a Foundation Group Debrief Winter Planning Summit to identify any sharing of best practice or implementation of plans, and early preparation for next winter, to develop an SDEC Community of Practice, and to focus on Demand and Capacity on Bed Modelling and Population.

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

The Group Chief Executive thanked the Chief Operating Officers for their presentation, and highlighted how interesting it was to see their joined-up approach to working and continued improvement. He noted the Virtual Wards slide and emphasised that the challenge would be establishing how big Virtual Wards capacity was or could be. Therefore, the demand and capacity work within the future work plans of the Chief Operating Officers was important to provide the answer, but also to determine whether the current services offered on Virtual Wards were the right services to maximise capacity.

The Group Chairman took the time to remind the public of the current pressure faced by the NHS and in particular ED departments. He expressed the need for members of the public to do their part in looking after themselves, however assured them that if they needed to attend Accident and Emergency (A&E) then the NHS teams were there to look after them.

A discussion took place on A&E attendances and the need to discharge patients quickly if they could be seen elsewhere.

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**Resolved – that the Deep Dive into UEC be received and noted.**

**24.039**

**SAFE STAFFING OVERVIEW**

The Chief Nursing Officer for SWFT presented the Safe Staffing Overview to the Foundation Group Boards. She explained that the purpose of the Safe Staffing Overview was to ensure the right number of staff with the right skills were deployed to the right place to meet the demand at the time, but this had to be balanced with the need of the staff as well. The Dashboard showed all Trusts in the Foundation Group were fairly consistent with their Nurse Staffing Key Performance Indicators (KPIs), however there was one area for SWFT that she was looking into which was vacancy rates. The Chief Nursing Officer for SWFT highlighted that there was a joint risk across all Trusts, and that was the need to stop using off-framework agency companies. The Chief Nursing Officer for SWFT highlighted that this was the right thing to do however, it did pose a risk particularly around Paediatrics which was an incredibly hard speciality to recruit into. The Chief Nursing Officer for SWFT highlighted that SWFT's agency and bank spend had improved, particularly around Nurse agency spend. She concluded by informing the Foundation Group Boards that she was Chair of Project 1000 which was a project in the Coventry and Warwick System to recruit and retain 1000 more nurses over the period of three years.

The Chief Nursing Officer for WVT presented WVT's overview to the Foundation Group Boards and explained that the position was largely similar to quarter three (Q3) given the winter period. She highlighted the Trust's strong vacancy position, however noted that this would deteriorate slightly in quarter one (Q1) due to the changing of the Nurse staffing establishments in line with acuity reviews. The Chief Nursing Officer for WVT explained that previously WVT was an outlier with its time-out provision and this was now aligned to the rest of the Foundation Group. She added that sickness performance had improved and WVT had ended the financial year with an improvement on agency spend, however this remained a focus area. The Chief Nursing Officer for WVT explained that she was concerned about Pressure Ulcers, and whether WVT were reporting these in the same way as the rest of the Foundation Group, and she would be working with SWFT to improve these.

The Deputy Chief Nursing Officer for GEH presented GEH's overview to the Foundation Group Boards highlighted a very similar position to the rest of the Trusts in the Foundation Group. She explained that agency spend had improved significantly, with GEH already below the national target, and this would continue to be reduced over the course of the year. The Deputy Chief Nursing Officer for GEH highlighted the successful recruitment of International Nurses, and informed the Foundation Group Boards that all International Nurses were now at GEH and would be included in Nurse Staffing figures by July 2024. She explained that the Trust's current vacancy position may deteriorate in Q1 following the acuity reviews and increasing capacity with the opening of two extra wards which would need staffing. The Deputy Chief Nursing Officer for GEH expressed that she was most concerned about the



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continued challenge to recruit Registered Nurses, and also like WVT GEH were showing as an outlier for Pressure Ulcers which were being investigated.

The Chief Nursing Officer for WAHT echoed the other Chief Nursing Officer's overviews and added that WAHT were also reducing our off-framework agencies where possible but were having to use them still for specialist 1:1 care. The Chief Nursing Officer for WAHT celebrated the incredibly low rates of harm despite the challenges around capacity currently faced in each of the Trusts within the Foundation Group.

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

The Group Chief Executive thanked the Chief Nursing Officers for their commitment to reducing agency spend across the Foundation Group. He explained that acuity reviews often highlighted the need for recruitment, and he queried whether prior to recruiting the experience of staff was taken into consideration. The Chief Nursing Officer for SWFT assured the Group Chief Executive that experience was not considered however the overall functioning of a ward and their likelihood of recruitment was factored into any decisions before recruiting.

The Managing Director for WVT queried whether 1:1 specialist care was benchmarked across the Foundation Group. The Chief Nursing Officer for WAHT explained that they were not currently benchmarked, however they were incredibly low numbers. Despite this, it was something that they would be looking into to ensure a sustainable approach across the Foundation Group.

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

**24.040**

**IMPLEMENTATION OF THE SEXUAL SAFETY CHARTER**

The Chief People Officer for GEH/SWFT presented the Implementation of the Sexual Safety Charter to the Foundation Group Boards. She explained that the Sexual Safety Charter was launched in 2023 and built on the Domestic Abuse and Sexual Violence Programme. The Sexual Safety Charter set out clearly its principles and these aligned to each Trusts' values; that sexual harassment, inappropriate behaviours and misogynistic behaviours had no place in the organisations. The Sexual Safety Charter sets out a zero-tolerance approach to unwanted and inappropriate sexual behaviour and misogyny and set the ten principles for how to create a safe and supportive environment for all staff. The Chief People Officer for GEH/SWFT informed the Foundation Group Boards that the 2023/24 staff survey was the first year to have a question on unwanted sexual behaviour and this was included in the report for information. However, it demonstrated that across the NHS, one intwelve staff members had experienced unwanted sexual behaviour from members of the public and one in twenty-six staff members from other members of staff. The 2024/25 priorities set out that each NHS organisation should sign up to the sexual safety charter and the Chief People Officer for GEH/SWFT assured the Foundation Group

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Boards and members of the public that all four organisations in the Foundation Group had signed up.

The Chief People Officer detailed the work that was being undertaken on the Implementation of the Sexual Safety Charter, including work on the Behaviour Value Frameworks, Communication Campaigns, Working with FTSU Guardians, improvements in terms of Sexual Safety Policies, Dignity at Work and Safeguarding Policies and support and sign posting for colleagues. Work also continued to eradicate inappropriate behaviour.

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

The Group Chairman drew attention to the impactful numbers of the report and how horrific they were. He highlighted that it was important to not normalise them. The Group Chairman expressed the need to ensure the Foundation Group were doing all they could to support staff and members of the public in a safe way. A discussion took place around national schemes and safe words and the Group Chairman requested that the Chief People Officers take the discussions and ideas away and discuss further.

**Resolved – that**

- A) the Chief People Officers discuss ways to further support staff and members of the public with national schemes and safe words, and**
- B) the Implementation of the Sexual Safety Charter be received and noted.**

**CPOs**

**24.041**

**ANNUAL REVIEW OF BOARD COMMITTEE TERMS OF REFERENCE**

The Company Secretary for WAHT/WVT presented the Annual Review of Board Committee Terms of Reference to the Foundation Group Boards. She explained that the Quality Committees' terms of reference needed more work before they could be standardised so were not included in the Report. Moving forward there was also a plan to look at standardising other documents including Trust Management Boards terms of references and Finance and Performance Committee's terms of references.

The Foundation Group Boards approved and ratified the combined Foundation Group terms of reference for the Audit Committee, Appointments and Remuneration Committee and Foundation Group Strategy Committee.

The Foundation Group Boards received and noted the combined Foundation Group terms of reference for Charity Trustee.

The Foundation Group Boards received and noted the update on the terms of reference for the Clinical Governance Committee, Quality Assurance Committee, Quality Committee and Quality Governance Committee for the individual Trusts in the Foundation Group.

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The Foundation Group Boards received and noted the update on the Foundation Group combined Terms of Reference for the Trust Management Board and Finance and Performance Executive.

**Resolved** – that the Annual Review of Board Committee Terms of Reference be approved and ratified as detailed above and received and noted as detailed above.

**24.042**

**GROUP DIGITAL TRANSFORMATION UPDATE**

The Chief Digital Information Officer for WAHT presented the Group Digital Transformation Update to the Foundation Group Boards. She explained that the report came off the back of the update that went to Foundation Group Strategy Committee in February 2024 and pre-dated the most recent update to the Committee in April 2024, hence some of the timelines in the paper needed to be revisited. The Chief Digital Technology Officer for WAHT explained that there was a need to lean into technology and avoid technology silos to maximise productivity and improve efficiency, whilst also improving patient and workforce experience. She explained that Doctor Tim Ferriss had recently been welcomed back to NHSE and he was previously the National Transformation Director, with a real focus on digital convergence and the benefit that digital convergence could bring to everybody. The Chief Digital Transformation Officer for WAHT expressed that it was also important to embrace digital initiatives to support the gap around health inequalities. She added that the paper detailed how to leverage at scale the Digital Data and Technology (DDAT) portfolio across all functions. It also detailed how to work together to build on work that had already been done specifically by the Group Analytics Board (GAB), however recognised the different levels of digital maturity across the Foundation Group.

The Chief Digital Transformation Officer for WAHT explained that the Group Informatics Proposal articulated five frames of reference for work through the DDAT portfolio which was Strategic Digital Leadership, Business Intelligence and Informatics, Digital Applications, Implementation and Optimization Infrastructure, and Innovation and Engagement. She continued that recently, there had been the publication of the Digital Maturity Assessment that was a national assessment with over 480 questions relating to digital maturity and digital capabilities. She expressed how the Digital Maturity Assessment would form a baseline to be unable to work and centre investment. The Chief Digital Transformation Officer for WAHT concluded by explaining that there was going to be £3.2 billion available for NHS Technology and we need to work together to understand how we can leverage tech to increase productivity.

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

The Group Chief Executive thanked the Chief Digital Information Officer for WAHT for her work on developing a more resilient analytics service across the Foundation Group. He highlighted that the Group Digital Transformation

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**ACTION**

Proposal and leadership structure would not take away the need for the individual Trust's accountability and ownership. The Group Chief Executive noted the reference to the NHS Technology funding coming in 2025 and that now was the time to focus on the Group Informatics and Technology Leadership and strategic approach in readiness for the investment.

The Managing Director for WVT queried how the workstreams were going to report back to the four Boards and requested that the Chief Digital Transformation Officer for WAHT work through this.

The Foundation Group Boards approved and ratified the Group Digital Transformation Proposal recognising that:

- the proposed leadership structure would not take away the need for individual Trust's accountability and ownership;
- specific analytical elements would be further developed through the established GAB structure and approach; and
- the timelines set out in the paper would be revisited.

**Resolved – that the**

- A) the Chief Digital Transformation Officer for WAHT work through the reporting structure of the workstreams, and**
- B) the Group Digital Transformation Proposal be approved and ratified.**

**VL**

**24.043**

**FOUNDATION GROUP STRATEGY COMMITTEE REPORT FROM THE MEETING HELD ON THE 16 APRIL 2024**

The Foundation Group Boards received and noted the Foundation Group Strategy Committee report from the meeting on the 16<sup>th</sup> April 2024.

**Resolved – that Foundation Group Strategy Committee Report from the Meeting held on the 16<sup>th</sup> April 2024 be received and noted.**

**24.044**

**FIT AND PROPER PERSONS TEST ANNUAL DECLARATIONS**

The Trust Secretary for SWFT/GEH presented the Fit and Proper Persons Test Annual Declarations to the Foundation Group Boards. She explained that the new Fit and Proper Persons Framework for Board members was published in August 2023. The report demonstrates that all Board Members within the Foundation Group are compliant with the new Framework, and all Board Members (voting and non-voting) have completed their annual declarations. The Trust Secretary for SWFT/GEH and the Trust Secretary for WAHT/WVT have completed Fit and Proper Persons checks.

**Resolved – that the Fit and Proper Persons Test Annual Declarations be received and noted.**

**SOUTH WARWICKSHIRE UNIVERSITY NHS FOUNDATION TRUST (SWFT)  
WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST (WAHT)  
GEORGE ELIOT HOSPITAL NHS TRUST (GEH)  
WYE VALLEY NHS TRUST (WVT)**

**Public Minutes of the Foundation Group Boards Meeting  
Held on Thursday 2 May 2024 at 1.30pm via Microsoft Teams**

**MINUTE**  
**24.045**

**ANY OTHER BUSINESS**

There was no further business discussed.

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

**24.046**

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

24.018.01

**Question from a SWFT Public Governor (West Stratford and Borders)**

The following question was submitted by the Public Governor in advance of the meeting:

*‘There is reference in the Deep Dive on UEC in the SWFT section to a private ambulance. Are SWFT providing this service or using this service and to what end?’*

The Chief Operating Officer for SWFT explained that SWFT had been using a private ambulance service for patients that were waiting to be discharged back to their usual place of residence. Usually this would be provided by West Midland Ambulance Service (WMAS), however WMAS they had been incredibly strained with the increase in demand especially over the winter months. The Chief Operating Officer for SWFT added that SWFT therefore employed the support from a private ambulance company which had helped maintain flow and prevented longer lengths of stay for patients.

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

**24.047**

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

**24.048**

**CONFIDENTIAL APOLOGIES FOR ABSENCE**

**24.049**

**CONFIDENTIAL DECLARATIONS OF INTEREST**

**24.050**

**CONFIDENTIAL MINUTES OF THE MEETING HELD ON 7 FEBRUARY 2024**

**24.051**

**CONFIDENTIAL MATTERS ARISING AND ACTIONS UPDATE REPORT**

**24.052**

**FOUNDATION GROUP LITIGATION BENCHMARKING**

**24.053**

**FOUNDATION GROUP STRATEGY COMMITTEE MINUTES FROM THE MEETING HELD ON 16 JANUARY 2024**

**24.054**

**ANY OTHER CONFIDENTIAL BUSINESS**

**24.055**

**ELECTRONIC PATIENT RECORDS (EPR) UPDATE AND APPROVAL**

**ACTION**

**SOUTH WARWICKSHIRE UNIVERSITY NHS FOUNDATION TRUST (SWFT)  
WORCESTERSHIRE ACUTE HOSPITALS NHS TRUST (WAHT)  
GEORGE ELIOT HOSPITAL NHS TRUST (GEH)  
WYE VALLEY NHS TRUST (WVT)**


**Public Minutes of the Foundation Group Boards Meeting  
Held on Thursday 2 May 2024 at 1.30pm via Microsoft Teams**

**MINUTE  
24.056**

**ACTION**

**DATE AND TIME OF NEXT MEETING**

The next Foundation Group Boards meeting would be held on 7 August 2024 at 1.30pm via Microsoft Teams.

Signed  (Group Chairman)

Russell Hardy

Date: 7 August 2024