

## Cover Sheet

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**Title:** Chief Executive Officer's Report

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**Executive Summary**

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4.	<b>Celebrating Pride Month, Volunteers' Week and Estates &amp; Facilities Day</b>
5.	<b>New Maternity Early Warning Score to be implemented nationally</b>
6.	<b>Horton General decarbonisation project completed</b>
7.	<b>Staff Recognition Awards finalists revealed</b>
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9.	<b>Oxford Biomedical Research Centre news</b>
10.	<b>Health Innovation Oxford and Thames Valley &amp; Oxford Academic Health Partners news</b>



## Chief Executive Officer's Report

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### 1. Trust Board news and response to recent reports

- 1.1. [Simon Crowther has been appointed as our new Deputy Chief Executive Officer](#) – he is currently Chief Finance Officer and Deputy Chief Executive Officer at University Hospitals of Derby and Burton NHS Foundation Trust. When he joins OUH on 30 September, Simon will focus on areas including strategy, planning, improvement, innovation and delivery.
- 1.2. [Felicity Taylor-Drewe will take up the role of Chief Operating Officer](#) when she joins us in October from Great Western Hospitals NHS Foundation Trust where she is also Chief Operating Officer.
- 1.3. **Lisa Glynn**, who is currently our Director of Clinical Services, will be Acting Chief Operating Officer for the period between Sara Randall retiring from OUH and the NHS this month and Felicity Taylor-Drewe joining OUH in October.
- 1.4. Almost 100 colleagues who work at OUH Cowley attended our latest **Meet the CEO and Chief Officers** event on 18 June – these quarterly events are in addition to our monthly Virtual Staff Briefings which are typically attended by 4-500 staff. The next Meet the CEO and Chief Officers event is at the Horton General Hospital on 24 September.
- 1.5. The **Infected Blood Inquiry final report** was published on 20 May. The Inquiry was established in 2017 to examine why men, women and children in the UK were given infected blood and infected blood products during the 1970s and 1980s. Regrettably, the Oxford Haemophilia Centre was among the centres in the UK which treated patients with infected blood products.
- 1.6. Today all treatment is carried out in line with national guidance and best practice guidelines, and with patients and their families at the heart of decision-making.
- 1.7. Responding to the report, our Chief Medical Officer, Dr Andrew Brent said:  
“We are deeply sorry for the historic treatment of patients with infected blood products; for all the instances in which the care provided fell short; and for the pain, suffering and hardship this caused to people in our care, as well as to their families and loved ones. We will continue our work to ensure a strong patient safety culture and systems informed by the patient voice. We will read the report in detail to ensure we continue to learn as an organisation.”
- 1.8. A **‘dossier’ of negative experiences of OUH Maternity services collated by the campaign group Keep the Horton General** was published on 17

June. We value all feedback, positive or negative, and are committed to thoroughly addressing the issues raised. It is important that we listen to these concerns and ensure they are used to shape any changes or enhancements in our maternity care.

- 1.9.** Responding to the dossier, our Chief Nursing Officer, Yvonne Christley said: “The safety and wellbeing of mothers and babies in our care is our top priority, and we sincerely apologise to any women who may not have received the expected level of care. We encourage any woman concerned about the care they have received to get in touch by talking to the team looking after them or by contacting our Complaints team. We want to listen, learn, and make improvements based on the feedback we receive.”

## **2. *OUH At a Glance* publication launched**

- 2.1.** *OUH At a Glance* has been published. This new publication provides a succinct summary of who we are and what we do.
- 2.2.** In our introduction, Trust Chair, Professor Sir Jonathan Montgomery and I say: “We are proud to lead our OneTeamOneOUH as we support each other to meet the challenges we face and to provide excellence, compassionate care for our patients and populations.”
- 2.3.** *OUH At a Glance* features mini case studies about recent innovations and improvements to patient care, as well as the latest statistics from the 2023/24 financial year.
- 2.4.** [\*OUH At a Glance\* is available to view online on the Issuu platform.](#)

## **3. Health Secretary visits the Women’s Centre at the JR**

- 3.1.** We welcomed the Secretary of State for Health and Social Care, Victoria Atkins MP, to the John Radcliffe Hospital on 9 May where she met with Trust Chair, Professor Sir Jonathan Montgomery and our Chief Officers before Sir Jonathan and Dr Andrew Brent, Chief Medical Officer, showed her around the Women’s Centre.
- 3.2.** Candice Noonan, Bereavement Maternity Support Worker, explained how the Maternity Bereavement team cares for families when they have lost a baby late in pregnancy or shortly after giving birth in a dedicated space which gives families time, space and privacy to start the grieving process and create memories with their lost child.
- 3.3.** Digital Midwife Jennifer Mearns highlighted how pregnant women can now access their health records and other information related to their pregnancy on their smartphone, tablet or computer via the Badger Notes app.

- 3.4. Victoria Atkins said: “I was delighted to hear how staff at the JR are using newly introduced electronic patient records to update pregnancy notes in real time. By using this technology to improve the experience of new mums and mums to be, they are providing even higher quality maternity care.”
- 3.5. [A video clip of the Health and Social Care Secretary’s visit to the JR is on X.](#)

#### **4. Celebrating Pride Month, Volunteers’ Week and Estates & Facilities Day**

- 4.1. We flew the Pride Flag on our hospital sites in June to mark Pride Month, to celebrate and recognise the contribution of LGBT+ staff to our OneTeamOneOUH and to show our support to our LGBT+ Staff Network. The LGBT+ Network also took part in the Oxford Pride event on 8 June where they were joined by Yvonne Christley, our Chief Nursing Officer and Executive Director sponsor of the Network.
- 4.2. We celebrated the role which our volunteers play in our OneTeamOneOUH to support patients, visitors and staff during Volunteers’ Week from 1-7 June. Thank you events were held at both the Horton General Hospital in Banbury and the John Radcliffe Hospital in Oxford, while and ‘Buttons’ the OUH Volunteer Teddy travelled around the Trust to meet the wonderful volunteers who give us their time and energy
- 4.3. A series of events were held on National Healthcare Estates & Facilities Day on 18 June to thank all our amazing estates and facilities staff for their vital contributions to our Trust and to patient care. These contributions are often behind the scenes and can go unnoticed but these staff are key to our OneTeamOneOUH.

#### **5. New Maternity Early Warning Score to be implemented nationally**

- 5.1. Researchers in Oxford have developed a new Maternity Early Warning Score that is derived from patient data. The new system, which is being rolled out across the NHS, will help healthcare providers identify and respond to signs of deterioration in pregnant women.
- 5.2. Maternity Early Warning Scores (MEWS) are widely used to highlight when additional care is needed to protect the health of a pregnant woman and her baby. Most have been developed by clinical consensus and their implementation varies widely across the country.
- 5.3. And so a research team from the University of Oxford recognised the need to provide solid observational evidence for a standardised national MEWS, leading to a collaboration with the National Maternity and Neonatal Programme.

5.4. Their research involved analysing vital sign measurements from more than 1,000 pregnant women who took part in the 4P (Pregnancy Physiology Pattern Prediction) study, funded by the NIHR Oxford Biomedical Research Centre (BRC) which is hosted by us here at OUH.

5.5. The research findings have been published in [BMJ Medicine](#) and [more details are available on the OUH website.](#)

## 6. Phase 1 Horton General decarbonisation project completed

6.1. A projected 1,200 tonnes of carbon will be saved every year at the Horton General Hospital in Banbury following the [completion of a decarbonisation and energy efficiency scheme.](#)

6.2. Insulation upgrades and energy efficient heating and ventilation system improvements, as well as heat pumps and solar panels, have been installed as part of the £6.5m project.

6.3. A similar project at the John Radcliffe Hospital in Oxford is scheduled to be completed by the end of 2025.

## 7. Staff Recognition Awards finalists revealed

7.1. More than 2,800 nominations were received for this year's Staff Recognition Awards 2024 – congratulations to all staff, volunteers, and fundraisers who were nominated, and thank you to everyone who took the time to nominate.

7.2. [The finalists in each category have been revealed in advance of the Staff Recognition Awards event at Oxford Town Hall on Thursday 5 September.](#)

7.3. Trust Chair, Professor Sir Jonathan Montgomery and I will also present our awards at the event.

7.4. Oxford Hospitals Charity generously supports the Staff Recognition Awards and we are grateful for their help which makes this important celebration of staff achievements possible.

## 8. OUH teams and colleagues recognised in national awards

8.1. **Charlie Wells**, an HIV Community Liaison Nurse, received the Unsung Hero Award at the British HIV Association's Spring Conference on 29 April for her outstanding work supporting people living with HIV.

8.2. OUH is shortlisted in three categories of the Healthcare People Management Association (HPMA) Excellence in People Awards – **Team of the Year** (Collaborative Workforce Team), **Award for Working Smarter** (Transforming People Services Through Digital), and the **Star**

**Award** (Nona Stevenson, Assistant Director of Workforce – Employee Relations). Winners will be announced on 3 October.

**8.3. Penny Lennox**, Divisional Director of NOTSSCaN, is shortlisted in the ‘Masked Hero’ category of the Dystonia UK Awards for her work in the field of Spasmodic Dysphonia (SD). Winners will be announced on 27 September.

**8.4. The Oxford SCOOP Neck Haematoma protocol**, which helps to manage and reduce the risk of bleeding after neck/thyroid surgery is shortlisted in two categories of the *Health Service Journal (HSJ)* Patient Safety Awards. Winners will be announced on 16 September.

**8.5. Our Palliative Care teams** were shortlisted in six categories of the Palliative & End of Life Care Awards, which were held on 28 June, including a number of shortlistings for our innovative Rapid Intervention for Palliative and End of Life Care (RIPEL) project which is a unique partnership between OUH, Sobell House Hospice Charity, Macmillan Cancer Support and Social Finance.

## 9. Oxford Biomedical Research Centre (BRC) news

A first-of-its-kind human challenge study led by the University of Oxford has successfully investigated human immunity against COVID-19 in people who already have antibodies against it. The results of the study, which was supported by the Oxford BRC, suggest that previous infection, together with vaccination, offers [strong protection](#) against the original COVID-19 strain.

A proposed Oxford-led study that will see participants [infected with hepatitis C](#) – and treated – has secured more than £1million in funding from the research and grant-making foundation Open Philanthropy. The controlled human infection model study will help pave the way for future testing of hepatitis C vaccine candidates.

Research led by scientists from the Universities of Oxford and Edinburgh has found that [early good blood glucose control can minimise the lifetime risk of diabetes-related complications](#), including heart attacks, kidney failure and vision loss. These latest results from the UK Prospective Diabetes Study (UKPDS), one of the longest ever clinical trials in type 2 diabetes, were made feasible by incorporating NHS data. UKPDS is supported by the Oxford BRC.

A new trial supported by the Oxford BRC has revealed that sildenafil, commonly known as Viagra, [enhances blood flow to the brain](#) and improves the function of brain blood vessels in patients at a heightened risk of vascular dementia.

Thousands of patients admitted to hospital every year with suspected heart attacks could [avoid an unnecessary invasive procedure](#) if they have a routine heart MRI scan first, according to research supported by the Oxford BRC. Currently, guidelines recommend that heart attack patients who are considered at risk of further events have an invasive coronary angiogram within 72 hours. But this latest research has



shown that performing a heart MRI scan before an angiogram in these patients could change how doctors treat at least half of patients.

A glowing [marker dye that sticks to prostate cancer cells](#) could help surgeons remove them in real-time, according to a study led by the University of Oxford. Scientists supported by Cancer Research UK and the Oxford BRC used a fluorescent dye attached to a special marker molecule to give clinicians a ‘second pair of eyes’ during prostate cancer surgery. The marker dye found areas of cancerous tissue not picked up by the naked eye or other clinical methods and allowed the surgeons to remove all cancerous tissues – reducing the chances of the cancer returning – and preserving healthy tissues, meaning fewer life-changing side effects after surgery.

Researchers in Oxford have identified [types of genetic variants](#) that lead to a range of rare disease but are not picked up by standard genetic testing. The Oxford BRC-supported team analysed whole genome sequencing data from the 100,000 Genomes Project, specifically looking for a particular variant called inversions, where segments of the genetic code in DNA are reversed in the sequence, disrupting the function of the encoded gene. From the 33,924 families whose genetic data were investigated, 47 inversions were identified. This led not only to a genetic diagnosis – often after many years of uncertainty – but also changes in clinical management for several affected individuals.

A study has found that NHS infant checks can miss [serious hip abnormalities](#) in newborn babies. Left undetected, these can require complex surgery, and lead to early arthritis. The study, supported by the Oxford BRC, shows that the tests currently used by doctors miss over half of abnormal hips.

University of Oxford researchers have identified potential pathways by which checkpoint inhibitors, a type of cancer treatment that help the immune system fight cancer, [can cause colitis](#), an inflammation of the colon. This study, supported by the Oxford BRC, could help to develop new ways to prevent and treat the side effects, without reducing the drugs’ cancer-fighting capabilities.

A new study has provided valuable insights into an ongoing debate around two types of [shoulder replacement surgery](#) as a treatment for patients with osteoarthritis. The study, funded by the Oxford BRC, found that reverse total shoulder replacements (RTSR) provide similar long-term outcomes to traditional anatomical total shoulder replacements (TSR) for patients aged over 60 with osteoarthritis and intact rotator cuff tendons.

Oxford BRC researchers have found that a single, integrated health check carried out in a primary care setting can [accurately predict risks](#) for diseases across multiple organs. Currently, GPs are often limited to assessing the risk of diseases one at a time. Using data from nearly 230,000 participants in the UK Biobank, the new study shows that information that is already being collected as part of the primary care health check could feasibly be combined into a single calculator providing 10-year risk estimates for multiple diseases across related organ systems of heart, brain, liver and kidney.

Two OUH nurses have been appointed to a national programme aimed at fostering a culture of research amongst nurses and midwives. Dr Louise Strickland and Dr Clair Merriman were appointed to the NIHR's [Senior Research Leader Programme for nurses and midwives](#). The three-year programme helps nurses and midwives to develop their research leadership skills with a view to improving research in their organisations and beyond.

Six OUH nurses and allied health professionals who have received funding from the Oxford BRC have [presented their PhD projects](#) to their fellow awardees and supervisors. The BRC provides up to £10,000 for the year to give the recipients protected time away from their clinical work to focus on their studies. The funding then allows their clinical role to be backfilled.

On 5 June, as part of a series of University of Oxford events marking the 100<sup>th</sup> anniversary of Franz Kafka's death, BRC Director Professor Helen McShane, microbiology researcher Dr Philip Fowler and a patient representative gave a [talk on tuberculosis](#), focusing on the development of new vaccines, the role of genetics in treating the disease and the lived experience of someone who has had TB.

The BRC's recent public talk on how patient data can be harnessed to improve NHS services and patient outcomes is [available to watch again](#). The talk, organised jointly by the Oxford and Oxford Health BRCs, featured Professor Eva Morris, Oxford BRC's Theme Lead for Translational Data Science, and Professor Andrea Cipriani, Oxford Health BRC's Theme Lead for Data Science.

## **10. Health Innovation Oxford and Thames Valley and Oxford Academic Health Partners news**

### **10.1. Health Innovation Oxford and Thames Valley news**

Interviews for the new Chair of Health Innovation Oxford and Thames Valley (HIOTV) take place at the end of July. I chaired the June Board meeting in my role as Vice-Chair.

OUH Stroke Consultant George Harston joined HIOTV Chief Executive Officer, Gary Ford and David Hargroves, National Clinical Director for Stroke Medicine, to lead a session at the NHS ConfedExpo in Manchester on 13 June on improving stroke services through increased access to mechanical thrombectomy, which included a focus on the 24/7 service now available at OUH.

HIOTV hosted a major regional event on 2 July, 'The power of digital health partnerships', with integrated care boards (ICBs). It focused on harnessing digital technology and AI to address healthcare challenges and support economic growth.

HIOTV has published its [Annual Report 2023/24](#) which highlights improvements in health and social care through innovation and system transformation, bringing patient benefits, reducing health inequalities, boosting productivity, supporting the economy and empowering staff. It has also published its [Business Plan 2024/25](#).

## 10.2. Oxford Academic Health Partners news

The Oxford Academic Health Partners Board met on 21 June – key areas discussed are summarised below.

The Oxford Academic Health Partners (OAHP) Board met on 21 June – key areas discussed are summarised below.

The Board agreed the process for the identification and appointment of a new Chair following the resignation of Professor Sir John Bell in March after 10 years' leadership. It was hoped that an appointment would be made in the Autumn.

Professor Duncan Richards gave a presentation on the work of the NIHR Oxford Experimental Clinical Research Facility, based on the Churchill Hospital site. [A recent interview with Duncan outlines the work being done.](#)

The Board noted the success of the Nurses, Midwives, Allied Health Professionals, Pharmacists and Healthcare Scientists (NMAHPPS) in Research Conference held at Lady Margaret Hall on 11 June. Nearly 150 people attended the event which included keynote speakers, short talks and poster presentations. The Board welcomed the agreement that the OAHP Charity would support similar events in the future.

Members of the OAHP team attended the very successful Oxford and Oxford Health BRCs joint Open Day at the Westgate Centre on 30 May. It was clearly of interest to members of the public and provided an excellent showcase for research.