

Cover Sheet

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Chief Executive Officer's Report

1. Trust Board news

- 1.1. **Dr Ben Attwood** has been appointed as our new Chief Digital and Partnership Officer, having previously been Divisional Director for Clinical Support Services (CSS) – we welcome Ben to his first Trust Board meeting today.
- 1.2. **Simon Crowther** took up his post as Deputy Chief Executive Officer on 30 September and **Felicity Taylor-Drewe** joined the Trust as our new Chief Operating Officer on 28 October – we welcome Simon and Felicity to their first Board meetings today.
- 1.3. Following a prolonged period of ill health, **Eileen Walsh** retired from her role as Chief Assurance Officer on 31 October. To ensure continuity of our assurance service, she will remain as a Special Advisor to the Trust for a short period. On behalf of the Trust Board, I would like to wish Eileen the very best in the future and to thank her for all her contributions to the Trust and the wider NHS throughout her career.

2. Research at OUH gets £1m funding boost

- 2.1. OUH has received £1 million to fund state-of-the-art research facilities and equipment, much of it to allow our Pharmacy team to meet growing demand.
- 2.2. The funding was awarded after a competitive process by the National Institute for Health and Care Research (NIHR) as part of its [capital funding to NHS organisations](#) that are part of its wider infrastructure, such as Biomedical Research Centres (BRCs) and Clinical Research Facilities (CRFs).
- 2.3. The funding will not only support NIHR-related research but also increase the Trust's ability to leverage additional funding for cutting-edge research, including from commercial companies.

3. New Surgical Elective Centre progress and PICU move

- 3.1. The Trust recently received planning permission for a new Surgical Elective Centre on the John Radcliffe Hospital site in Oxford.

- 3.2. On completion, the building will provide additional operating theatres to address waiting lists for elective procedures, as well as meet the demands of the growing population in Oxfordshire, Berkshire, and Buckinghamshire.
- 3.3. The Surgical Elective Centre will reduce elective waiting times and improve patient pathways for many years to come. In addition, dedicated hybrid theatres will give the Trust a leading edge and enable us to offer the most up-to-date procedures in suitable facilities, and across multiple specialities.
- 3.4. I would like to thank all colleagues who have progressed this important project.
- 3.5. [More details are available on the OUH website.](#)
- 3.6. The Paediatric Critical Care Unit (PCCU) has moved onto Level 3 of the Oxford Critical Care (OCC) building at the John Radcliffe Hospital, with all patients safely moved on Wednesday 11 September.
- 3.7. Adult Critical Care is now on Level 1 and 2 of OCC and staff from both teams are sharing the building's facilities. The adjacent Trauma building was also needed for PCCU office staff and storage, and Trauma staff were extremely helpful in making space for them.
- 3.8. This is a temporary move until a permanent home can be provided for PCCU.

4. Horton General hip fracture team one of the best in the country

- 4.1. [Our Horton General Hospital hip fracture team has once again been named among the best nationally – for the 12th year running.](#)
- 4.2. The team met all the best practice criteria in nearly 85% of patients, compared with a national average of just under 48%. This places them in the top five nationally.
- 4.3. The latest figures were published in the annual National Hip Fracture Audit, which compared the performance of trauma units in England, Wales, and Northern Ireland in 2023.
- 4.4. Congratulations to the team for ensuring that patients being treated for a hip fracture at the Horton General in Banbury can expect to receive some of the highest quality care available anywhere in the country.
- 4.5. Work continues to ensure that the hip fracture service at the John Radcliffe Hospital in Oxford can achieve the same high standards.

5. New service helps pregnant women to quit smoking

- 5.1. A specialist maternity service which opened to referrals at the start of this year has so far supported more than 100 pregnant women on their smoking cessation journey.

- 5.2. The Maternity Tobacco Dependency Service provides behavioural support and nicotine replacement products to help pregnant women quit smoking in order to give them and their babies the best outcomes in pregnancy.
- 5.3. The programme includes one-to-one support, information about useful products, and help with setting a quit date. It also offers discussions on dealing with triggers and difficult situations, as well as a support network for women and their families.
- 5.4. Mother-of-three Zarah Jaggs, who is expecting her next baby in January 2025, has smoked most of her life and was referred to the service through her midwife. [She is now three months smokefree and she encouraged others to get support to stop smoking to mark Stoptober.](#)

6. Celebrating Speak Up Month and Black History Month at OUH

- 6.1. Our Freedom to Speak Up (FtSU) team marked Speak Up Month in October with roadshows on all four main hospital sites and at OUH Cowley which were attended by more than 1,200 staff – [Trust Chair, Professor Sir Jonathan Montgomery joined a roadshow at the John Radcliffe Hospital.](#)
- 6.2. Social media content included [a video clip about the Speak Up Month theme of 'Listen Up' which was recorded by Claire Flint, Non-Executive Director lead for FtSU at OUH.](#)
- 6.3. Our Black, Asian and Minority Ethnic (BAME) Staff Network celebrated Black History Month in October with events including a health promotion roadshow and a [half-day conference which featured Kwame Kwei-Armah, Artistic Director of The Young Vic, as keynote speaker.](#)
- 6.4. In addition, a special webinar for staff was hosted by Joy Warmington, Non-Executive Director and co-author of the recent [Too Hot to Handle?](#) report about racism in the NHS, which was a joint Black History Month and Speak Up Month event.

7. Temporary staffing update

- 7.1. Reducing usage of temporary staffing is a key element of our return to the agreed deficit financial plan of -£8.1m for the 2024/25 financial year
- 7.2. Since December 2023, we have seen significant reductions in temporary staffing, both in bank and agency usage We are closely monitoring quality of care as a balancing measure.
- 7.3. We have been working to ensure that our bank pay rates provide equity and transparency for all staff and that the rates align to those of neighbouring trusts within the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS).

- 7.4.** After careful consideration, in August we advised NHS Professionals (NHSP) – who run our staff bank – that we would align our pay rates to the top of the corresponding Agenda for Change (AfC) pay band, plus enhancements where applicable, with effect from 1 October.
- 7.5.** We are committed to supporting those staff impacted during the transitional period. We held a number of face-to-face and virtual meetings for colleagues in September, before the change came into effect, and our Divisional senior management teams and Chief Officers have continued to meet with and support those staff affected since 1 October.
- 7.6.** Our aim is to ensure that all AfC staff are compensated fairly and equitably, regardless of their role or department, through a clear bank pay structure that offers competitive and transparent pay rates which are aligned with those of neighbouring trusts.

8. Our award-winning colleagues

- 8.1.** Mr Shad Khan and colleagues in the **Endocrine Surgery team** were Highly Commended in one category and shortlisted in a second category of the [Health Service Journal \(HSJ\) Patient Safety Awards](#) on 16 September for the Oxford SCOOP Neck Haematoma protocol, which helps to manage and reduce the risk of bleeding after neck/thyroid surgery.
- 8.2.** OUH was shortlisted in two categories of the [Healthcare People Management Association \(HPMA\) Excellence in People Awards](#) on 3 October for **Team of the Year** (Collaborative Workforce Team) and **Award for Working Smarter** (Transforming People Services Through Digital), while [Nona Stevenson \(Assistant Director of Workforce – Employee Relations\) was one of the recipients of a Star Award.](#)
- 8.3.** Our **Financial Performance Team** of Yale Hunt, Katie Khetia and Kate Baldock won the Healthcare Financial Management Association (HFMA) South Central 2024 - Finance Team of the Year Award in recognition of their contribution to fostering collaboration in the Trust to drive productivity and efficiency, enhancing decision-making to support financial sustainability.
- 8.4.** **Søren Kudsk-Iversen**, an Anaesthetic Consultant at OUH, was shortlisted in the Climate Action Champion category of the inaugural Oxford Climate Awards, run by the *Oxford Mail/Times* and Oxford City Council, on 17 October.
- 8.5.** **Mehreen Dattoo**, a Specialty Registrar Doctor at OUH and a clinical lecturer and specialty trainee doctor in Infectious Diseases and Microbiology at the University of Oxford, was [named in the 2024 edition of the TIME100 Next list](#) for her contribution to the clinical development of the new malaria vaccine, R21/Matrix-M.

8.6. Ariel Lanada, a Divisional Lead for Practice Development and Education at OUH, is shortlisted in two categories – Overseas Nurse of the Year and Practice Educator of the Year – of the [Nursing Times Workforce Awards](#) on 28 November.

8.7. Our Finance Team is shortlisted in the Finance Team of the Year category at the [Healthcare Financial Management Association \(HFMA\) Awards](#) on 5 December.

9. Oxford Biomedical Research Centre (BRC) news

Researchers in Oxford have mapped what happens to cells following treatment with the most commonly used advanced therapy in autoimmune diseases. They have discovered why only some patients with inflammatory bowel diseases (IBD) benefit from anti-tumour necrosis factor (anti-TNF) therapy. Using a technology called ‘single-cell RNA-sequencing’ to characterise gut samples collected before and after anti-TNF treatment, they created the [largest cell atlas of IBD](#) to date. Understanding the cellular basis for treatment failure should help drug developers to design the next generation of therapies for people who do not respond to standard treatments.

University of Oxford researchers have been awarded up to £600,000 from Cancer Research UK to create the [world's first vaccine to prevent ovarian cancer](#). Scientists at the MRC Weatherall Institute of Molecular Medicine, who are supported by the Oxford BRC, are designing OvarianVax, a vaccine which teaches the immune system to recognise and attack the earliest stages of ovarian cancer.

Respiratory researchers in Oxford, supported by the Oxford BRC, have discovered a link [between potentially pathogenic bacteria and airways inflammation](#) in severe asthma.

Oxford BRC-supported researchers at the University of Oxford's MRC Molecular Haematology Unit have identified a protein as a key [marker for disease progression](#) and a promising therapeutic target for patients with a type of blood cancer.

Damage to the brainstem is behind long-lasting [physical and psychiatric effects of severe COVID-19](#) infection, a study has suggested. Using ultra-high-resolution MRI scanners that can see the living brain in fine detail, researchers from the Universities of Oxford and Cambridge found that COVID -19 infection damages the region of the brainstem associated with breathlessness, fatigue and anxiety.

An Oxford BRC-supported team at the Oxford Vaccine Group have launched a [campaign to boost uptake of vaccination](#) in the UK amid rising cases of whooping cough and measles. The campaign includes an animation that focuses on the critical role which whooping cough jabs play in protecting against infection, which can cause serious complications such as pneumonia.

The Oxford, Oxford Health and Cambridge BRCs joined together to deliver an [Ethnicity Inclusion in Research training session](#) for researchers on 24 October.

10. Health Innovation Oxford and Thames Valley & Oxford Academic Health Partners news

10.1. Health Innovation Oxford and Thames Valley news

More than 250 people attended 'The Power of Digital Health Partnerships', a face-to-face event hosted by Health Innovation Oxford and Thames Valley (HIOTV) which explored the challenges and opportunities presented by innovation in digital health and AI. [Resources from the day including video, images and case studies are available.](#)

[HIOTV has published an evaluation of 'Hospital at home' services](#) for the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB). It covers services delivered by six service providers including OUH.

HIOTV worked with BBC South on a mini-series on digital health initiatives which included two we have supported and which have been delivered in partnership with OUH: an [AI platform identifying people at risk of heart attack](#) and an [automated system which talks to patients before and after appointments](#).

[A learning programme addressing risks associated with catheterisation created by HIOTV with NHS partners including OUH has been updated.](#)

10.2 Oxford Academic Health Partners news

The Board of Oxford Academic Health Partners (OAHP) met on 21 September and was delighted with the appointment of OUH Chair, Professor Sir Jonathan Montgomery as Chair to succeed Professor Sir John Bell.

[An interview with Sir John Bell reflecting on his 10 years as OAHP Chair is available on the OAHP website.](#)

Also published recently on the website, and supporting the OAHP's focus on research and the important staff group of nurses, midwives and allied health professionals (NMAHPPs), is [an interview with Michelle Taylor-Siddons on her research journey in her chosen field of Pharmacy](#). A full series of similar case studies is being planned for the coming months.

A planning meeting has been held for the NMAHPPs Research Showcase due to be held on 11 June 2025. This is a cross-partner event sponsored by the OAHP and will build on the success of the Research Showcase held in June 2024.

