Trust Board Meeting in Public: Wednesday 18 January 2017
TB2017.03

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### Summary

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Chief Executive’s Report

This report summarises matters of current interest.

1. Public consultation on the future of local healthcare begins

Proposals for the future delivery of health and care services in Oxfordshire are being put to public consultation in two phases, starting in January, led by Oxfordshire Clinical Commissioning Group (OCCG).

We have been informed that NHS England has given its approval for OCCG to start the formal consultation on proposals which have been developed as part of the Oxfordshire Transformation Programme, and it is expected that OCCG will publish the consultation document on its website on 16 January 2017, for the first phase of the consultation.

Events are being held across the county (and in Brackley) so that the public can hear more about the proposals and share their views. Further information can be found on the OCCG website at: www.oxonhealthcaretransformation.nhs.uk

The consultation and the work of the Oxfordshire Transformation Programme forms a substantial part of Oxfordshire’s contribution to the wider Sustainability and Transformation Plan (STP) for Buckinghamshire, Oxfordshire and Berkshire West (known as BOB STP), one of 44 STPs being developed across the country to support the delivery of the NHS Five Year Forward View.

The BOB STP has been published by Oxfordshire Clinical Commissioning Group on its website at: http://www.oxfordshireccg.nhs.uk/about-us/key-publications/

2. Contracts agreed with NHS England and OCCG

In line with the new national timetables, the Trust is finalising contracts for 2017/18 much earlier than in previous years. We have signed a contract with NHS England for specialised services on the basis of full payment by results, but with an ambitious agenda for the commissioners, supported by the Trust, to reduce activity to affordable levels and develop more efficient and effective pathways of care, at their risk.

We have finalised terms with OCCG and expect to sign contracts very shortly on an innovative agreement to be paid at full Payment by Results (PbR), but to share risk where activity exceeds affordable levels jointly with OCCG and Oxford Health NHS Foundation Trust. This is an important step on the road towards an integrated health system for Oxfordshire and also gives the trust a volume-based contract for the first time in several years.

However, to secure the sustainability of NHS care in Oxfordshire we are going to have to work innovatively on how we treat patients by embedding and extending our recent ambulatory model for non-elective care and by transforming the efficiency of our outpatient clinics and our operating theatres. These innovations will be worked up in detail as part of our business planning before 1 April.
3. OUH operational performance and NHS Improvement update

The Board was advised at its November meeting of the underachievement in OUH’s performance in October against the national 4 hour wait standard. As a result of this, and with standards also not being met for cancer 62-day waits and 18-week waits for elective care, NHS Improvement (NHSI) indicated during November that it wished to look into the Trust’s plans and actions to improve its performance, and to have sight of the governance arrangements it had in place to do so.

Follow up meetings are now due to take place with NHSI by mid-February to share progress and learning, and the Board will be advised of recommendations made.

4. Departure of two Executive Directors

After nearly three years at OUH, Chief Nurse Catherine Stoddart, has informed me that she has made the difficult decision to return to Australia, where she has accepted a new role as Chief Executive of Northern Territories Health. Predominantly, Catherine wishes to be closer to family and friends, but her future role also represents a unique career opportunity within the Australian public sector.

I would like to thank Catherine for her dedication and hard work both in her capacity overseeing the delivery of excellent patient care as Chief Nurse and as Deputy Chief Executive Officer overseeing the Masterplanning in the important initial stages. Catherine will remain with us until March before returning home.

Mark Power, Director of Organisational Development and Workforce, has also confirmed his intention, following much deliberation, to leave OUH in April. Despite feeling extremely privileged to be part of our organisation, he has spent many years working and living away from home, and would now like to return to his family on the South coast.

Under his stewardship, Mark has overseen the reduction of our Trust’s reliance on agency staff and introduced the Living Wage among other key improvements to our workforce recruitment and retention strategy.

I am sure you will join me, when the time comes, in wishing both of them all the best in their future endeavours.

5. Hospital Energy Project Energy Link update

Work on the Energy Link between the John Radcliffe and Churchill hospitals started in November and is currently on schedule. Communications and extra provisions for residents’ parking are also operating well.

Only one old boiler remains at the JR and is scheduled for removal early February. Work on the new CHP (Combined Heat and Power generator) enclosure will also start in February. The innovative CHP itself will be delivered once this work is complete, scheduled for the end of March.
The new Churchill boiler is now in operation with a second new boiler to be installed by mid-March. Currently, both hospitals’ hot water and heating systems are working well with the new equipment that was installed over the summer.

The project is already delivering the Trust cost savings, reducing carbon emissions and improving air quality in our communities.

6. **NIHR Oxford Biomedical Research Centre update**

Following the award in September of £113.7m for 2017 to 2022 from the National Institute for Health Research (NIHR), the BRC submitted its final budget for the five-year work programme in November. This programme will build on investment in translational research in Oxford by the NIHR since the establishment of the BRC in 2007.

The Trust participated in The Department of Health’s National Institute for Health Research (NIHR) Funding Review and was told by the Department in November that it had found OUH had satisfactory financial systems in place and that research funding appeared to be managed appropriately.

7. **Oxford Academic Health Science Network news**

- Around 50 NHS innovators – many from OUH – are participating in the Oxford AHSN ‘Practical innovating in healthcare settings’ programme which started last year. The first people to complete the unique course are talking about the innovations they are implementing at a special showcase event at Bucks New University on 19 January. The next programme starts in February.

- Oxford Academic Health Science Network in partnership with Heath Education England Thames Valley and Buckinghamshire New University has established an education programme for front-line staff ‘Practical Innovation in Healthcare Settings’. The first cohort of students is due to graduate from this programme in February 2017. The students are front-line staff from hospital and community Trusts across Thames Valley. As part of the programme each student has implemented an innovation project in a clinical setting. These projects are highly varied focusing on service redesign, patient pathway redesign, patient safety and service efficiencies. To celebrate the achievements of the students AHSN is hosting a showcase event. Each student will present their innovation project and discuss the progress they have made in implementing the project during this event. Our Trust Board members are warmly invited to attend this event.

- The Oxford AHSN Masters in Evidence Based Healthcare Fellowship programme is now in its third year. There are a number of OUH staff on the programme - for details read more here: [www.oxfordahsn.org/our-work/continuous-learning/msc-fellowships/](http://www.oxfordahsn.org/our-work/continuous-learning/msc-fellowships/)

- In his Autumn Statement the Chancellor of the Exchequer announced that Oxfordshire will be one of eight regions to carry out a Science Innovation Audit to map out local research, innovation and infrastructure strengths. It will be completed by a consortium including the Oxford AHSN which will focus on digital health. Read more here: [www.ox.ac.uk/news/2016-11-23-chancellor-announces-oxfordshire-will-carry-out-science-and-innovation-audit](http://www.ox.ac.uk/news/2016-11-23-chancellor-announces-oxfordshire-will-carry-out-science-and-innovation-audit) It follows the publication in November of a report into the regional digital picture by the Oxford AHSN, University of Oxford and Oxford University

- OUH was among the contributors at a 'Get Physical' Workplace Wellbeing Roadshow coordinated by the Oxford AHSN and hosted by BMW in November. More than 200 people representing over 100,000 employees attended one of the three events. More here: http://getphysical.org.uk/latest-events/

Dr Bruno Holthof
Chief Executive
January, 2017