**Trust Board Meeting in Public: Wednesday 8 November, 2017**

**TB2017.99**

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Chief Executive’s Report
This report summarises matters of current interest.

1. Winter pressures and workforce planning

The Board will be considering the Trust’s contingency planning measures to manage our workforce and offer safe staffing levels during the coming winter months. This will include a review of the hospital beds we have available and any reconfigurations required to ensure that they can be safely and sustainably staffed during the winter. Also, reviewing what is in place to flexibly scale these numbers both up and down, as required.

With a growing, ageing population, we are seeing and treating more people than ever. In winter months, flu, norovirus, and respiratory problems means many frail and vulnerable people get sicker. This leads to more people being admitted in an emergency, which has a much greater impact on our hospitals. Our Board will be taking decisions to manage this extra demand over winter and the pressure on services that cold weather brings.

We have also been working closely with NHS Improvement’s Emergency Care Improvement Programme (ECIP) support team to look at practical improvements to our urgent and emergency care pathways.

Once these measures are agreed, we will communicate the Trusts contingency measures to all stakeholders involved together with an implementation plan.

2. Breaking the Cycle week system-wide operational improvement

Oxford University Hospitals is taking part in a system-wide Breaking the Cycle week beginning on Monday, 6 November and ending on Sunday, 12 November, in a collaborative initiative with Oxford Health FT, the Oxfordshire Clinical Commissioning Group and Oxfordshire County Council.

The objective of the week is to improve the flow of patients throughout all our hospitals which will also improve the patient experience.

During the week we are asking staff to focus on improving delays around patient care so that we can support patient flow and consequently improving the patient experience, safety and staff morale. We are ensuring all staff feel empowered to question how things are done with particular focus on reducing delays in the patient pathway.

Breaking the Cycle week could really make a difference to how we improve the flow of patients in our local health system, improving their experience and safety throughout, as well as change how we do things in the future.
3. **Staff Flu vaccination progress**
Our staff flu vaccination programme 2017/18 began on Monday, 2 October. Over the first four weeks, forty drop-in flu clinics were held across all four hospitals. Data at end of week 4 shows that 57% of frontline staff have been vaccinated. This is an increase on comparable week 4 figures in 2016/2017.

For the first time an app developed by IM&T is being used by vaccinators to speed up data capture and the consent process.

Please can the Board encourage all staff across the organisation to take advantage of our on-site vaccination, as this helps protect our most vulnerable patients and also ensures that our services remain resilient during the winter season with less staff falling unwell with flu.

4. **Staff feedback survey underway**

The Annual Staff Survey launched on 25 September, and so far we are tracking above where we were this time last year in terms of number of responses. We have reached 25.4% at a Trust level with over 3000 responses as of Friday 27 October.

All staff should be encouraged to complete the survey. There is still time to engage staff to do so, with a few weeks remaining, which is important given the link between an engaged staff body and organisational productivity.

Our focus must be on why it is important to have a say, rather than simply the drive to increase our response rates.

5. **Trust Annual General Meeting thank you**

This year’s Annual General and Members’ Meeting was held on Wednesday 11 October, in different format to previous years. The meeting was held in the George Pickering Education Centre at the John Radcliffe Hospital as a drop in event for our staff, patients, foundation trust members and members of the public.

I would like to thank all our clinicians, staff and governors who gave up their evening to talk so enthusiastically about the excellent work that we undertake at the Trust, particularly focusing on our key themes, Go Digital, Focus on Excellence, High Quality Costs Less, Home Sweet Home and the Masterplan. Board members met the public and made a formal presentation and took questions on our performance last year and plans going forward.

6. **Horton General Hospital top performing for hip fractures**

I am pleased to acknowledge with the Board that once again our Horton General Hospital has been ranked as the best in the country for the treatment of patients with hip fractures, new figures reveal. It has now been in the top five performing hospitals for this service for the fifth consecutive year.
Our Horton teams reached all eight of its best practice targets in over 90 percent of patients, while the average nationally is just 59 percent. The 2017 National Hip Fracture Audit, compared the performance of 177 hospitals in England, Wales and Northern Ireland.

The national report shows that nearly 95 percent of patients admitted to the Horton General Hospital underwent surgery either on the same day, or the day after, surpassing the national average of 70 percent.

The report also highlighted that the Horton General Hospital has some of the lowest mortality figures in the country for patients with hip fractures, placing it in the top five.

7. Official opening of new Energy Centre

On 10 November, the new Energy Centre at the John Radcliffe Hospital will be officially opened following the completion of the £14.8 million Hospital Energy Project, which is now supplying sustainable and cost-effective energy to both the John Radcliffe and Churchill hospitals.

In addition, the Trust was recently awarded 2017 Sustainability Project of the Year at the Institute of Healthcare Engineering and Estates management for this project.

This new energy infrastructure will cut the Trust’s carbon dioxide output and save around £461,000 each year for the next 25 years in energy bills.

I would like to thank all of those in the Estates team who have worked hard to contribute to this significant and complex project.

8. Welcome to new Trust Board members

Please join me in extending a warm welcome to Non-executive Director, Paula Hay-Plumb, to the Board of Oxford University Hospitals. Paula has Board experience across the public and private sectors and joined the Trust in September 2017 after being appointed as a Non-executive Director by the OUH Council of Governors.

Paula is currently a Non-executive Director of The Crown Estate, Hyde Housing Association and Aberforth Smaller Companies Trust plc and her previous appointments include the National Audit Office, the Forensic Science Service and Skipton Building Society. Her executive career included serving as Chief Executive of the national regeneration agency, English Partnerships, and Corporate Finance and Group Reporting Director at Marks and Spencer plc.

I am also delighted to announce the commencement of John Drew to a new Executive post, Director of Improvement and Culture in early October 2017. John has taken responsibility for Performance Improvement, Analytics, Workforce and Organisational Development, Communications and Engagement.
This role recognises the explicit link between organisational culture - including staff engagement and teamwork - and performance, in providing responsive, high quality care, and doing so as productively as possible.

John’s focus is on operational improvement and transformational change, with a particular interest in cultural change and building capability through the development of people.

9. Oxford Biomedical Research Centre news

The NIHR Oxford BRC hosted a gathering at St Hugh’s College of international experts working to implement a more ethical and inclusive model in research institutions. The Starbios2 (Structural Transformation to Attain Responsible Biosciences) project is part of Horizon 2020, the European Union’s Research and Innovation programme. It aims to promote the notion of Responsible Research and Innovation (RRI) - which covers Public Engagement, Gender Equality, Science Education, Open Access and Ethics – and aims to make scientific research more open and more in line with society’s needs.

The world’s first widespread human testing of a flu vaccine has begun in the NHS across Oxfordshire and Berkshire. More than 10,000 people aged 65 and over will be asked to take part in the study, which is supported by the National Institute for Health Research (NIHR), with a view to recruiting 500 people. The study is led by Sarah Gilbert, Professor of Vaccinology at the University of Oxford and a senior researcher at the NIHR Oxford BRC.

A new conjugate vaccine against typhoid, Vi-TT, has been proven in clinical trials in Oxford to be safe and effective in preventing the disease, and can be used to protect both adults and children. The trial was led by Professor of Paediatric Infection and Immunity, Andrew Pollard, who is NIHR Oxford BRC Co-Theme Lead for Vaccines and is Director of the Oxford Vaccine Group. The BRC funded the initial work on the human challenge model six years ago.

10. Oxford Academic Health Science Network

It has been announced that Oxford AHSN Chief Executive Professor Gary Ford CBE has been appointed Vice Chair of the national AHSN Network.

The latest quarterly update report from the Oxford AHSN has been published. It covers the three months to the end of September. Read it here: http://www.oxfordahsn.org/wp-content/uploads/2017/10/171005_Year-5-Q2-Oxford-AHSN-FINAL.pdf

A total of 64 people applied to join the new Oxford AHSN Q community to improve healthcare, before the 11 September deadline. More information here: http://www.patientsafetyoxford.org/q-community/

OUH staff are among those on the third Oxford AHSN Innovating in healthcare settings programme, run in partnership with Bucks New University and Health Education England, which started in September.
Dr Bruno Holthof
Chief Executive

November, 2017