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## Summary

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Chief Executive’s Report

This report summarises matters of current interest.

1. Winter pressures update

I would like to thank all staff who have continued to go above and beyond the call of duty to maintain safe and high quality care for our patients this winter.

In common with the rest of the NHS, the Trust experienced heavy demand on its services in January and so we took action in order to reduce Emergency Department (ED) waiting times and improve the timely discharge of patients.

We implemented measures including postponing non-urgent elective operations at the John Radcliffe Hospital, Churchill Hospital and Nuffield Orthopaedic Centre and opening a number of additional beds on our different hospital sites.

All non-urgent elective surgery resumed across the Trust in early February.

Many staff are involved in important work to improve the pathway for patients who require urgent and emergency care in our hospitals. We recognise that there is still much more to be done, especially as the acuity of patients treated in our EDs at both the Horton General Hospital in Banbury and the John Radcliffe Hospital in Oxford is increasing.

The number of patients arriving at ED by ambulance from August to December 2017 was up 10.26% at the Horton General and up 7.3% at the JR, compared with the same time period in 2016.

Following the recent cold snap in early March, the Chairman and I sent a personal message of thanks to all staff who worked so hard to maintain safe patient services and keep our hospitals open during the snowy weather.

These included estates staff who worked tirelessly to ensure that patients, staff and visitors were able to get on to and off our sites and cleaning staff who fought heroically to keep our hospitals clean despite the challenge of melting snow everywhere.

We heard many stories of nurses, doctors and other staff who made arrangements to stay overnight in our hospitals or with friends in order to be able to start work again the next day.

It was humbling to see how dedicated our staff are and, on behalf of the whole Board, the Chairman and I wanted to express our gratitude.

We were also very grateful for the support of other agencies who helped our staff and patients get into and out of our hospitals, notably Oxfordshire Search and Rescue, Oxfordshire Fire and Rescue, and the Rapid Relief Team in Wiltshire who provided essential transport for our kidney dialysis patients.
2. **NHS70 Parliamentary Awards**

As part of the national celebrations to mark the 70th birthday of the NHS on 5 July, MPs are being invited to nominate staff, volunteers and fundraisers for the NHS70 Parliamentary Awards.

We are working closely with our local MPs to suggest potential nominees. This is a great opportunity for us to recognise individual members of staff and teams. This is especially true of those who work hard behind the scenes in support of frontline clinical staff, as their vital contributions can sometimes be overlooked.

The deadline for MPs’ nominations is 23 March and the shortlist will be announced on 21 May. The awards ceremony will be held in Parliament on 4 July.

3. **Horton General Endoscopy Department accreditation**

Congratulations to staff working in the Endoscopy Department at the Horton General Hospital in Banbury whose service has been accredited by the Joint Advisory Group (JAG) on Gastrointestinal Endoscopy.

JAG accreditation is a patient-centred scheme which is based on the principle of independent assessment against recognised national standards.

Independent assessors visited the Endoscopy Department at the Horton General in December 2017 to inspect the facilities, interview patients and staff, and evaluate the quality of clinical care being delivered.

The Endoscopy Department at the Horton General was officially re-opened in November 2016 following a Trust investment of nearly £2.7 million.

Our refurbished and fully accredited service means that 5,000 patients a year from Banbury and the surrounding areas can continue to access endoscopy services locally, instead of having to travel for treatment.

Bowel scope screening – a new one-off test offered to men and women at the age of 55 to detect bowel cancer earlier – will be available at the Horton General from June this year.

4. **Oxfordshire Transformation Programme**

On 2 March system leaders across the NHS in Oxfordshire published a statement reflecting on lessons learned from Phase 1 of the Oxfordshire Transformation Programme and from the recently published CQC report on our health and social care system.


The statement makes clear: “We recognise the need to progress with the next phase in a very different way. We need to listen to local people and understand better at local level
how to work in a more integrated way to improve care for residents and patients in Oxfordshire.

“Going forward, system leaders will bring together our individual organisations’ strategies to ensure we have one overarching strategy, owned by the Health and Wellbeing Board. Over the next few weeks we will describe how we plan to work with the public and other stakeholders in looking at the population’s health and care needs in order to develop together a health and social care system that is fit for the future.”

On 7 March Oxfordshire CCG received the advice of the Independent Reconfiguration Panel (IRP) to the Secretary of State for Health on the permanent closure of consultant-led maternity services at the Horton General Hospital.

The Secretary of State for Health had asked the IRP to examine whether the CCG’s consultation process for changes to maternity services in the north of the county (Phase 1 of the Oxfordshire Transformation Programme) was adequate. This followed a referral from Oxfordshire Joint Health Overview & Scrutiny Committee (HOSC).

The IRP report can be read in full on the gov.uk website.

The CCG has been asked to undertake a joint piece of work with the HOSC. The CCG has contacted the Chairman of the HOSC to ensure an early discussion about this.

Louise Patten, Chief Executive of Oxfordshire CCG, said: “I will personally ensure that the CCG and wider health system approach the IRP recommendations in a way that ensures all stakeholders feel involved and informed. I have written to the Chair of the Oxfordshire HOSC and offered my commitment to move forward in a transparent and inclusive manner.”

5. **Health Minister visit to the Churchill Hospital**

The Trust hosted a visit from Health Minister Steve Brine MP at the Churchill Hospital on 13 February. His visit was focused on cancer treatment and research including:

- The Maggie’s Oxford Centre which provides information, advice and support for people living with cancer and their loved ones
- The Suspected CANcer (SCAN) Pathway, an innovative pilot project to speed up the diagnosis of cancer as part of NHS England’s Accelerate, Co-ordinate, Evaluate (ACE) wave 2 pilot programme
- The Cancer Research UK Oxford Centre which is a partnership between Oxford University, Oxford University Hospitals NHS Foundation Trust and Cancer Research UK to ensure rapid translation from scientific discovery to treatments for patients.

Steve Brine MP reflected positively on his visit to the Churchill Hospital in a Westminster Hall debate on recruitment and retention in the NHS in Oxfordshire on 20 February.
He said: “I had the pleasure of visiting the Churchill Hospital, which is part of Oxford University Hospitals NHS Foundation Trust, last Tuesday. I saw the superb and innovative cancer care provided by the dedicated staff.

“We met in Maggie’s Oxford Centre. I am the cancer Minister and I was blown away by this centre. I know there are a lot of them across the country, but this was in a beautiful building, was brilliantly designed and had incredible, passionate staff. I met a number of patients who described Maggie’s as a haven for them while they are going through their cancer treatment.

“When I was on site at the Churchill, I was able to pop in to the ACE wave 2 pilot. ACE stands for accelerate, co-ordinate and evaluate. I, as a cancer Minister, and we as a Government are very excited about ACE. It is about taking patients with suspected cancer from the GP and into the accelerated diagnostic centre and getting them a diagnosis or clearance quickly. I met patients and saw how much it means to them.”

6. CQC report on the Oxfordshire health and social care system


The CQC praised the dedication of frontline staff: “People were treated with kindness. Frontline staff were dedicated and provided person centred care, going the extra mile for people they cared for.

“People, their family and carers told us that they felt well cared for and involved in making decisions about their care, support and treatment when moving through the health and social care system.”

However, the CQC highlighted areas for improvement which senior managers in the NHS, social care and other organisations need to tackle: “In Oxfordshire we found that there was a lack of whole system strategic planning and commissioning with little collaboration between system partners.

“Although there was increased ambition to work together, system leaders continued to face significant challenges in coming together to formalise their ambitions through a joint strategic approach.”

I would like to thank all staff who were involved in the review in November and all staff whose dedication was rightly recognised in the CQC’s report.

An action plan to address the key concerns raised in the report is being developed by us and the other system partners – it will be discussed at the Oxfordshire Health and Wellbeing Board on 22 March and at the Oxfordshire Joint Health Overview and Scrutiny Committee on 19 April.
7. Improving staff communications and engagement

We carried out an Internal Communications Survey in February. 2,900 staff (1 in 4 of all Trust employees) took the time and trouble to complete the online survey which will provide us with a valuable insight into how easy or difficult our staff find it to access the information they need to do their jobs.

A report summarising the results and recommending actions in response to staff feedback in the survey will be considered and shared with all Trust staff.

There is now a monthly face-to-face Senior Staff Briefing hosted by the Executive team to provide a forum for information sharing and debate about key challenges and issues facing the Trust – the first session was held in January.

A 1-page Staff Briefing document is circulated to senior staff at the monthly face-to-face session with a request for them to share this information with staff throughout the Trust.

We plan to carry out a ‘temperature test’ survey of senior staff in April to find out whether they are finding the face-to-face Senior Staff Briefing and the 1-page Staff Briefing document useful.

8. Thank you to Carillion staff

I would like to thank Carillion staff who have continued to provide vital support services following the announcement on 15 January about the company.

As part of the Trust's PFI contract, some facilities management services are supplied by Carillion. All staff remain employed and are being paid as normal, whether they are directly employed, are employed by an agency, or retain employment rights with the Trust.

I wish to thank all Carillion staff who have attended their shifts and provided an important service, in very difficult circumstances.

Facilities services provided by Carillion at John Radcliffe Hospital have continued since last Monday in support of providing safe, high quality care to our patients.

Carillion staff provide many vital services in our hospitals, moving patients, providing food, and keeping our hospitals clean and in a good state of repair. Their work is highly valued and necessary.

Our PFI providers, The Hospital Company, are operating contingency plans and working to secure an alternative facilities company to replace Carillion.

9. Oxford Biomedical Research Centre (BRC) news

Seven Oxford BRC researchers were named National Institute for Health Research (NIHR) NIHR Senior Investigators in recognition of their “outstanding contribution to clinical and applied health and social care research” in February. Another two Oxford BRC researchers successfully renewed their NIHR Senior Investigator awards, while seven who
already had NIHR Senior Investigator awards were designated Emeritus NIHR Senior Investigators.

The new Oxford Centre for Haematology has been launched with funding from the Oxford BRC. The aim of this new virtual centre is to bring together researchers and clinicians to improve the understanding and treatment of blood diseases and disorders, and to deliver the best available care to patients. It is led by Professor Paresh Vyas, Professor of Haematology at the University of Oxford and a Consultant Haematologist with Oxford University Hospitals NHS Foundation Trust.

Professor Hugh Watkins, lead for the BRC’s Genomics Medicine theme, was prominent in the announcement on 26 February of funding from the Miles Frost Fund and British Heart Foundation to expand genetic testing for inherited heart conditions at the John Radcliffe Hospital and five other centres around the country. Extra funding at the John Radcliffe will be used to employ a Genetic Counsellor and Family History Co-ordinator to identify and support hundreds more people affected by inherited heart conditions like hypertrophic cardiomyopathy (HCM).

On 11 January, during National Obesity Week, there was a well-attended public talk at the John Radcliffe Hospital by Professor Susan Jebb, lead for the BRC’s Obesity theme, entitled ‘Is dieting really worth it?’ in which she outlined the latest research on weight loss and its longer-term benefits.

The BRC, working with partners Oxford University Innovation and the Academic Health Science Network, is holding its annual Technology Showcase at the Saïd Business School on 13 June, with the overarching theme of Therapeutics, Small Molecules and Biologics. There will be presentations by leading scientists, business, pharma, biotech and healthcare professionals involved in developing therapeutics, as well as opportunities to network with researchers and company representatives. The event will have two sub-themes: biologics (including vaccines and novel modalities) and small molecules (including discovery and experimental medicine).

10. Oxford Academic Health Science Network (AHSN) news

The first meeting of the Oxford AHSN Q Community took place on 31 January. New members – including Meena Bhatia, Registrar in Obstetrics and Gynaecology at Oxford University Hospitals – recorded their thoughts in videos: https://www.youtube.com/playlist?list=PLWVq00mygsFZ0IXYeDvc7sy5z9I522fL8 More information here: https://www.patientsafetyoxford.org/q-community/

Oxford AHSN has published a new guide on behalf of all England’s AHSNs showcasing the extensive range of programmes to improve clinical services in the areas of musculoskeletal (MSK), falls, fractures and frailty. Oxford examples include FallSafe and fracture liaison services. Read the report here: http://www.oxfordahsn.org/wp-content/uploads/2018/02/MSK-Falls-Fractures-Frailty-AHSN-summary-cover-with-text.pdf

The regional emergency department collaborative, which is co-ordinated by Oxford AHSN patient safety team, meets for the second time on 16 March with a particular focus

A significant number of Oxford University Hospitals staff are on the latest Oxford AHSN programme for innovators, delivered with Bucks New University. Now in its fourth cohort, the programme has been extended to include managing change as well as adopting innovation. More details here: http://clinicalinnovation.org.uk/project/innovating-practical-care-setting-programme-pgcert/


A successful quality improvement project undertaken in partnership with Oxford University Hospitals has been published by the European Journal of Obstetrics and Gynaecology and Reproductive Medicine. Read more here: http://www.patientsafetyoxford.org/news/improving-communication-at-handover-and-transfer-reduces-retained-swabs-in-maternity-services/

Dr Bruno Holthof
Chief Executive

March 2018