### Trust Board Meeting in Public: Wednesday 16th January 2019

**TB2019.03**

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Chief Executive’s Report

This report summarises matters of current interest.

1. Trust Board news

The Trust's Council of Governors, which includes elected representatives of the public and staff, appointed Professor Jonathan Montgomery as the new Chair of Oxford University Hospitals NHS Foundation Trust at its meeting on 10 December 2018.

He will succeed Dame Fiona Caldicott when her term of office as Trust Chairman comes to an end in March 2019.

Jonathan Montgomery is currently Professor of Healthcare Law at University College London (UCL) and Chair of the Health Research Authority, which protects and promotes the interests of participants, patients and the public in health research.

He served on local NHS boards in Hampshire and the Isle of Wight for more than 20 years up to March 2013 and was a member of the panel of advisers to the Morecambe Bay Investigation, which reported in 2015.

He is also a past Chair of the Advisory Committee on Clinical Excellence Awards, the Nuffield Council on Bioethics, and the Human Genetics Commission.

I look forward to working with Jonathan and I am sure that our staff, governors and patients will give him a warm welcome when he takes up his post in March.

On behalf of the Trust Board, I would also like to congratulate Jonathan who was awarded a knighthood in the New Year Honours List for Services to Bioethics and Healthcare Law. More information is on our website.

I am delighted to welcome our new Medical Director, Professor Meghana Pandit, who took up her post on 2 January 2019 following her appointment in September 2018.

Meghana has joined us from University Hospitals Coventry and Warwickshire (UHCW) NHS Trust where she was Chief Medical Officer and Deputy Chief Executive.

She is an outstanding medical leader who will strengthen and enrich the Trust Board. She has a wealth of experience in medical leadership and management which I have no doubt will strengthen our senior management team. More information is on our website.

On behalf of the Trust Board I would like to thank Dr Clare Dollery for taking on the role of Acting Medical Director and Responsible Officer following Dr Tony Berendt’s retirement from OUH and the NHS in September 2018.
She has now resumed her substantive role of Deputy Medical Director.

2. Horton General Hospital developments

Congratulations to the Hip Fracture Team based at the Horton General Hospital in Banbury who have been ranked in the top five of all hospitals nationally – for the sixth year in a row.

The 2018 National Hip Fracture Audit, which compares the performance of 175 hospitals in England, Wales and Northern Ireland, shows that more than 95% of hip fracture patients admitted to the Horton General underwent surgery either on the same day or the day after – the national average is 69%.

It also highlights that the Horton General has some of the lowest mortality figures in the country for patients who have been treated with hip fractures.

Victoria Prentis, MP for North Oxfordshire, said: "This is excellent news for patients receiving hip fracture surgery at the Horton General Hospital. I visited the team in Banbury earlier this year and was very impressed by the care pathway. It is reassuring that patients are receiving timely, expert care at the hands of the team at the Horton."

The Hip Fracture Team also won the Clinical Team of the Year category at our annual Staff Recognition Awards ceremony which was held at Oxford Town Hall on 5 December 2019.

More information about the achievements of this award-winning team is on our website.

Extra chemotherapy chairs have been installed in the Brodey Cancer Centre at the Horton General so that Horton nursing staff can now treat around 100 patients every week in a revamped 11-chair chemotherapy suite.

The development has been made possible by funding from the Brodey Centre Cancer Fund, which is part of the Horton General Hospital Charity, the Horton League of Friends and donations from local people and organisations.

A number of generous donations from Tadmarton Heath Golf Club, the Carriage Company and the Horton League of Friends, as well as a very special donation from a local family, all helped fund the refurbishment and the new chairs.

More North Oxfordshire patients now can receive chemotherapy treatment closer to home, instead of having to travel to Oxford.

Victoria Prentis, MP for North Oxfordshire, said: "This is a great development for the Horton General Hospital. Receiving the best possible care at a difficult time is incredibly important for patients."
“The fact that so many of them can now receive treatment closer to home rather than travelling to Oxford makes the process much easier for them.”

The latest news about improvements to patient care at the Horton General is available on our website.

3. New facilities open in time for winter

I was delighted to officially open a number of new facilities at the John Radcliffe Hospital in Oxford in December 2018 following our successful bid for £3.2 million of central Government funding to improve the patient experience at both the John Radcliffe and the Horton General Hospital in Banbury.

The funding has been used to make improvements in a number of different areas of our hospitals – a condition of the funding was that the schemes needed to be completed by 24 December so that patients could benefit this winter.

In December I officially opened the new Assessment Area in the Emergency Department (A&E) and the newly refurbished Complex Medicine Unit (CMU) Ward A on Level 7 - both at the John Radcliffe – and our newly refurbished Operational Centre also reopened.

I would like to congratulate our Estates teams who worked to deliver these projects very quickly in time for winter. They are huge improvements on what was there before and will be better spaces for patients and staff. More information is on our website.

Details of other new developments which have been made possible by the extra £3.2 million of central Government funding, not only at the John Radcliffe but also at the Horton General, will be publicised this month.

4. Celebrating Team OUH at our Staff Recognition Awards

Our annual Staff Recognition Awards represent all that is best about OUH – and the awards ceremony held at Oxford Town Hall on 5 December 2018 was no exception.

More than 1,000 nominations were received for this year’s Staff Recognition Awards and, on behalf of the Trust Board, I would like to congratulate all staff, volunteers and fundraisers who were recognised.

Colleagues in our divisions and at Trustwide level selected 3 finalists in each category – and the winners were revealed on 5 December.

I would also like to thank Oxford Hospitals Charity for generously supporting the Staff Recognition Awards.

This made possible both the Trustwide awards ceremony, which was attended by 270 staff, volunteers, fundraisers, patients and families, and the divisional awards ceremonies which were held in the run-up to the Trustwide event.
You can see images and reaction from the Trustewide awards evening on the Trust’s Twitter feed – details of all winners are available on our website.

Detailed of winners of the divisional awards – and photos from their events – are also on our website.

5. Supporting our EU staff before Brexit

Like me, more than 1,500 staff working for Oxford University Hospitals are nationals of other European nations.

As the UK’s planned withdrawal from the EU on 29 March 2019 draws closer, we want to let our EU staff know that, regardless of Brexit, we want them to stay with us at OUH. The contribution of staff from Europe, and indeed all over the world, is one of the strengths of the NHS in general and OUH specifically.

Therefore in December we announced the Trust Board’s decision to cover the costs of the application fee for settled status as a symbol of our commitment to our valued colleagues.

I have written personally to all EU staff employed by OUH to let them know that the Trust will cover the costs of their applications for settled status to continue to live and work in the UK after Brexit.

The Trust will pay the £65 application fee (£95 in gross salary terms) if staff employed by OUH wish to apply for settled status.

Settled status means there is no time limit on how long EU citizens, who have been living here continuously for five years, can remain in the UK. This is also known as indefinite leave to remain in the UK.

6. Psychological Medicine Service wins national award

Congratulations to our Integrated Psychological Medicine Service team who won a prestigious Psychiatric Team of the Year award at the Royal College of Psychiatrists Awards in November 2018.

The team was praised for delivering a novel way of providing psychiatric and psychological care to people who are physically ill.

The awards judges said: "Comprehensive healthcare must meet the patients' mental as well as physical health needs. The Oxford University Hospitals NHS Foundation Trust Integrated Psychological Medicine Team is a unique and innovative service that breaks down the barrier between the mind and the body.

"The team is fully integrated into the general hospital team where it performs important clinical and educational role. It is valued by patients, carers and hospital colleagues, and has been highlighted as a beacon of excellence."
Rather than having separate medical and mental health teams, the Trust has integrated, joined-up teams that include experts in mental, as well as physical, healthcare.

A new Oxford Psychological Medicine Centre was officially opened by the Trust Chairman, Dame Fiona Caldicott, in the West Wing at the John Radcliffe Hospital on 27 November 2018.

7. **Staff Survey response rate up 10% year on year**

I would like to thank all OUH staff who took the time and trouble to complete the annual national NHS Staff Survey.

In total, 5,767 staff took part in the 2018 survey – 48.1% of staff who were eligible to participate in the survey – which was a significantly better response rate than in previous years and also above the national average response rate for acute hospital trusts.

Only 38.8% of staff took part in the 2017 survey and less than 40% of OUH staff have completed the survey in each of the last 5 years so the 2018 response rate represents an important step-change in staff engagement.

Congratulations to the directorates which won our most improved response rate competition for those areas which went the extra mile to encourage their staff to complete the survey – Gynaecology was the most improved and Orthopaedics was the second most improved.

We expect the results of the NHS Staff Survey to be published nationally in March 2019. We will be organising staff listening events to communicate the key findings and to listen to staff so together we can change things for the better in response to feedback from staff.

8. **CQC return visit finds evidence of improved system-wide working**

The Care Quality Commission (CQC) carried out a follow-up review of the health and social care system in Oxfordshire in November 2018 to assess our progress in improving joined-up working across the system since their original review in November 2017.

The CQC published the report on the follow-up review on 9 January 2019.

Significant progress has been made over the past 12 months and this is reflected in the CQC’s report, although there is much more work to be done to improve care still further.

For example, a Winter Team has been established to work across the health and social care system in Oxfordshire, led by our Winter Director Tehmeena Ajmal, and the number of delayed transfers of care has been reduced year on year.

I would like to thank all health and social care staff whose hard work has been recognised by the CQC in the report published on 9 January.

We have made significant progress in helping more patients get home from hospital more quickly and in working together across organisational boundaries.
This has enabled us to prepare for the challenges which this winter will undoubtedly bring so that the people who rely on our services receive the high quality and timely care which they deserve.

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

Medical research teams in Oxford will benefit from **£17.5 million in new funding** thanks to a government initiative to boost new artificial intelligence (AI) healthcare projects. The funding, to benefit patients with a range of conditions, will be provided through the Government’s Industrial Strategy Challenge Fund.

Business Secretary Greg Clark announced that the UK’s first dedicated Vaccines Manufacturing Innovation Centre will be built in Oxford with an investment of £66 million through UK Research and Innovation.

Professor Duncan Richards has been appointed the new Climax Professor of Clinical Therapeutics at the University of Oxford’s Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences (NDORMS). He will lead Oxford’s answer to the challenge of how to determine quickly which potential new therapies have the properties to become important medicines, and will provide extensive early experimental clinical trials support across a number of Oxford BRC themes.

The world’s first gene therapy trial for a genetic cause of blindness known as choroideremia has shown positive results, with a significant gain in vision across the group of patients as a whole. The success of the study, which was led by the Oxford BRC’s Theme Lead for Surgical Innovation, Prof Robert MacLaren, has led to a much larger international gene therapy trial, led by gene therapy spin-out company Nightstar Therapeutics.

Patients in the UK who survive critical illnesses requiring care in an intensive care unit (ICU) frequently report psychological disorders according to researchers supported by the Oxford BRC who found that of almost 5,000 former ICU patients, 46% reported symptoms of anxiety, 40% depression and 22% PTSD. 18% reported symptoms of all three. The study was published in the journal *Critical Care*.

A smartphone application for women with gestational diabetes, developed by Oxford BRC-supported researchers, has been launched commercially by Sensyne Health after being developed in collaboration with OUH and the University of Oxford.

The Oxford BRC’s latest public talk was ‘Stroke – don’t let the pressure get to you!’ by OUH Honorary Neurology Consultant Dr Alastair Webb, who explained how high blood pressure affects the brain and is a contributory factor in strokes, and how diagnosing high blood pressure can improve the prevention of stroke and other vascular diseases. A [video of the talk](#) is available.

Local schoolchildren joined University of Oxford researchers and diabetes patients to mark World Diabetes Day on 14 November, forming a blue circle around the famous Triton
statue in the Radcliffe Observatory quarter at an event organised by the Oxford BRC’s Diabetes theme. The event got good local media coverage.

Oxford BRC-funded researchers have developed a new tool that will aid clinical decisions in A&E departments to treat acute ankle sprains, which represent up to 5% of all A&E admissions in the UK. 20-30 per cent of those patients are still struggling with pain and mobility issues nine months later. The SPRAINED tool aims to identify those people at a higher risk of poor outcomes.

Oxford researchers have published research that shows how the rates of incidence and recurrence of spontaneous pneumothorax have changed over time. The research, involving teams from the Oxford BRC’s Respiratory and Clinical Informatics themes, used almost 50 years of data held by Oxford’s Big Data Institute.

A one-day international symposium, jointly organised by the NIHR Oxford BRC, brought together 87 delegates from around the world to discuss how to maximise the impact of medical research. One of the speakers was the Oxford BRC’s Theme Lead for Partnerships for Health, Wealth and Innovation, Professor Trish Greenhalgh, who recently gave a TED-type talk for the Academy of Medical Sciences on technology in healthcare, and why it often fails.

10. Oxford Academic Health Science Network (AHSN) news

The Oxford AHSN has published a summary overview of its first five years. Highlights include the development of the GDm-health app for gestational diabetes, and improvements in the care of babies born very prematurely.

The Oxford AHSN co-ordinated and hosted the first meeting of a regional emergency laparotomy collaborative, bringing together five NHS teams from across the Oxford AHSN region, including OUH. This is one of seven national programmes for spread and adoption championed by all AHSNs.

The Oxford Patient Safety Collaborative supported clinical colleagues in our region – including staff from OUH - to come together at an event held at the University of Reading in October to learn and support each other in learning from excellence.

Consultant midwives Wendy Randall (OUH) and Christine Harding (Royal Berkshire Hospital) won the best poster prize at the Each Baby Counts/National Maternity and Perinatal Audit (NMPA) joint conference. The poster highlighted their work on fetal heart rate monitoring, improving the knowledge and skill of midwives and babies’ safety. Wendy and Christine are members of the maternity clinical network steering group which is supported by the Oxford Patient Safety Collaborative.

OUH is helping to highlight a unique support programme which aims to improve sleep without pills. Innovate UK is funding the first large-scale NHS rollout of direct access digital medicine which is being co-ordinated by the Oxford AHSN and backed by NHS England. All adults living in Oxfordshire, Berkshire, Buckinghamshire and Milton Keynes can have
free access to Sleepio, which is a self-help programme based on Cognitive Behavioural Therapy.

Dr Bruno Holthof
Chief Executive
January 2019