### Trust Board Meeting in Public: Wednesday 13 March 2019

TB2019.22

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## Summary

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Chief Executive’s Report

1. Trust Board news

Dame Fiona Caldicott’s term of office as Trust Chairman comes to an end on 31 March 2019.

On behalf of the Trust Board, I would like to thank Dame Fiona for her many years of service to the NHS in Oxfordshire and beyond.

We are very fortunate to have benefited from her knowledge, wisdom and sound judgement. She has brought a wealth of experience and expertise to her role as Trust Chairman.

Dame Fiona has been Chairman of the Trust in its various forms since 2009 and she continues to be an influential and respected figure nationally as the National Data Guardian for Health and Social Care.

She was the first ever female President of the Royal College of Psychiatrists and she has also been Principal of Somerville College at the University of Oxford and Chairman of the Academy of Medical Royal Colleges.

The Trust’s Council of Governors, which includes elected representatives of the public and staff, appointed Professor Sir Jonathan Montgomery as our new Trust Chair on 10 December 2018 – he will take up his new role on 1 April 2019.

Sir Jonathan is currently Professor of Healthcare Law at University College London 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.

I look forward to working with Sir Jonathan and I am sure that our staff, governors and patients will give him a warm welcome when he takes up his post on 1 April.

2. Horton General Hospital developments

The opening hours of the Rowan Ambulatory Unit at the Horton General Hospital in Banbury have been extended to make it an 8am to 8pm service.

The Unit receives patient referrals from the Horton’s Emergency Department, GPs, and wards within the hospital, and staff then provide treatment and help patients receive community or home-based care.

The Unit reduces pressure on the Emergency Department at the Horton by treating approximately 300 patients a month who would otherwise be in a hospital bed.
New state-of-the-art X-ray equipment is now in use in the Emergency Department at the Horton – thanks to the Trust’s successful bid for £3.2 million from the Department of Health and Social Care’s capital funding pot for winter.

The new equipment has improved X-ray image quality and reduced patient radiation dosage.

The wireless digital plates used to record images can be moved around the room, so patients can be scanned on trolleys where necessary, reducing the need to move immobilised patients onto the X-ray examination couch.

Building on the success of the Horton General’s award-winning hip fracture team, a new consultant has joined the trauma team at the Horton to help provide more services and carry out more operations.

Graham Sleat started working at the Horton in January to broaden the range of trauma operations on offer.

He will be further developing the weekly Acute Knee Injury clinic at the Horton, and will also be leading the development of the Horton’s educational programme for registrars in Trauma and Orthopaedics.

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

3. Working in partnership to care for patients this winter

For the first time this year a single Winter Team – based at the John Radcliffe Hospital in Oxford but working across the entire health and social care system in Oxfordshire – led the implementation of the Oxfordshire Winter Plan.

The introduction of the Winter Team was highlighted as a positive development by the Care Quality Commission when they 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 since their original review in November 2017.

Although this winter has been challenging, we have seen significant improvements in the health and social care system’s ability to meet the needs of the communities which rely on us.

Together we have made good progress in helping more patients get home from hospital more quickly, with the number of delayed transfers of care reduced year on year.

In the acute hospital sector, we have seen year on year improvements in the performance of our Emergency Departments (EDs) at both the John Radcliffe in Oxford and the Horton General in Banbury.

For example, 87.39% of Emergency Department (ED) patients at the JR and Horton were seen, treated and either discharged or admitted within 4 hours in December 2018 – 6.7% better than December 2017.
The figure was 86.03% in January 2019, despite ED attendances being up by 6.24% compared with January 2018.

February was a more challenging month but nonetheless there is no doubt that urgent and emergency care performance so far this winter is much better than last winter.

On behalf of the Trust Board, I would like to thank all staff from OUH and our system partners who have worked so hard to make these improvements possible.

4. **Swindon Radiotherapy Unit will bring cancer care closer to home**

The development of our new radiotherapy unit on the Great Western Hospital site in Swindon will enable people living with cancer to have their treatment locally.

Currently cancer patients who live in the Swindon area have to travel to the Churchill Hospital in Oxford if they require radiotherapy treatment, which is tiring and stressful at this difficult time in their cancer journey.

A fundraising campaign by local people to help fund the equipment in the unit has successfully reached its £2.9 million target – a [celebration event](#) was held on 25 January which was attended by OUH staff including Dr Claire Hobbs, Head of Radiotherapy.

We are working closely together with colleagues at Great Western Hospitals NHS Foundation Trust so that building work can begin later this year, with the new radiotherapy unit expected to open to patients in 2021.

5. **New ‘home away from home’ for parents of babies and children in hospital**

A significant milestone in the development of the new Ronald McDonald House on the John Radcliffe Hospital site was reached on 6 February when former Arsenal and England footballer Martin Keown was the guest of honour at a [groundbreaking ceremony](#).

It will provide high quality, free accommodation for the families of children undergoing treatment in the Oxford Children’s Hospital, Children’s Critical Care and the Neonatal Intensive Care Unit on the John Radcliffe Hospital site.

Many of these families would otherwise have to travel long distances to and from the hospital every day or pay for costly hotel rooms in the local area.

Our current Ronald McDonald House can no longer support all the families who need a place to stay. Last year, the House managed to accommodate 600 families but had to turn 300 families away.

The new House, which is due to open in Summer 2020, will have 62 en-suite bedrooms and communal living facilities, including kitchens, lounges, playrooms, laundry rooms and a garden. It will truly be a ‘home away from home’ for the families of some of our sickest young patients.
The cost of the new House is more than £14 million. Ronald McDonald House Charities has already raised £9 million, Oxford Hospitals Charity has contributed £2.5 million, the charity Children with Cancer UK is donating £288,000, and McDonald’s, its franchisees, staff and customers have donated £1.5 million. A final £1 million to fit and furnish the House ready for opening will be raised while construction is underway.

6. World first eye operation carried out in Oxford

The world’s first gene therapy operation to tackle age-related macular degeneration has taken place in the Oxford Eye Hospital on the John Radcliffe Hospital site.

The procedure was carried out by Professor Robert MacLaren, Professor of Ophthalmology at the University of Oxford, with the support of the NIHR Oxford Biomedical Research Centre (BRC) in a clinical trial sponsored by a UK-based company.

Age-related macular degeneration (AMD) is the biggest cause of sight loss in the UK, affecting over 600,000 people. If successful, the new treatment could have a beneficial impact of patients’ quality of life and their ability to remain independent.

This groundbreaking surgery was covered exclusively in the main national BBC News bulletins on 18 February following filming in the Trust in January.

After a follow-up press release was issued, other national, regional and local media outlets also covered the story.

7. Our Fabulous Staff recognised at national awards ceremonies

I would like to congratulate Trust staff who have earned well-deserved external recognition by either winning or being shortlisted for national awards:

- Consultant midwife Wendy Randall who won the ‘Contribution to midwifery education’ category of the British Journal of Midwifery Practice Awards with a colleague from the Royal Berkshire Hospital in Reading
- Senior midwife Anita Hedditch who was shortlisted in the ‘Midwife of the year’ category of the same awards scheme – you can read more about her inspiring work to support pregnant women whose baby is born in a breech position on our website
- Emma Blakey, who works in Endoscopy at the John Radcliffe Hospital and was named in WeNurses’ Top 100 nurses after being nominated by her peers including Professor June Girvin, Professor Emeritus of Nursing in the Faculty of Health and Life Sciences at Oxford Brookes University
- Our Chemotherapy Co-ordination Team who were shortlisted in the ‘Team of the Year – Admin & Clerical’ category of the national Unsung Hero Awards, which celebrate the achievements of non-clinical staff in the NHS
- Recipients of DAISY Awards, an international awards scheme which recognises outstanding nurses and midwives – you can read more about the latest winners from our Trust on our website

See the Our Fabulous Staff section of our website for more inspiring stories about staff who go the extra mile for our patients.
8. Listening to and learning from our staff

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

In total, 5,767 staff participated in the 2018 survey – 48.1% of our workforce who were eligible to participate – which was almost 10% more than completed it in 2017.

Nationally Staff Survey results for all NHS organisations in England were published on 26 February.

We organised Trustwide listening events from 4-11 March to communicate the key findings of our results and to listen to staff so together we can change things for the better in response to feedback from our workforce.

We are also analysing the results carefully to identify those areas of the Trust with the best response rates and staff engagement so that we can share this learning across the organisation.

Directorates are being asked to run their own local listening events during March and April to share local Staff Survey results with their teams and develop their own targeted action plans.

Listening to and learning from our staff is key to the future success of the Trust and as a Trust Board we are committed to prioritising staff engagement.

9. Oxford Biomedical Research Centre (BRC) news

The NIHR Oxford BRC is inviting applications for a new Senior Fellows scheme to support suitably experienced individuals to advance an independent research area that will enhance BRC research in Oxford. Senior Fellows will be appointed through competition and on the advice of an expert panel. They will receive £10,000 per year for a period of two years that may be used flexibly to facilitate their translational research programme and career development. The closing date for applications is 21 March.

The BRC Open Day will take place from 12 noon to 5pm on 24 May in the Academic Centre at the John Radcliffe Hospital. The event is an opportunity to showcase how the research partnership between OUH, the University of Oxford, and other partners, benefits patients. The Open Day will include an interactive exhibition with stands from all 20 BRC research themes and external partners, as well as a programme of public talks and tours of research facilities.

A new project led by Professor Martin Landray, the Oxford BRC's Theme Lead for Clinical Informatics and Big Data, will use NHS data to accelerate recruitment into clinical trials and increase the opportunities for NHS patients to participate in research. It is one of 10 'Sprint Exemplar Innovation Projects', innovative data-based solutions to healthcare challenges that have been funded by the Government.

A consortium of 27 international partners from academia, industry, and small and medium enterprises, has been created to tackle the unmet challenge of the discovery and
characterisation of blood-brain barrier (BBB) targets and transport mechanisms for brain delivery of therapeutics to treat neurodegenerative and metabolic diseases. The new funding for the IM²PACT consortium is €18m – €9m from the Innovative Medicines Initiative and €9m of in-kind funding from industry. This builds on previous research funded by the Oxford BRC into stem cell models of the BBB.

A team from the MRC Weatherall Institute of Molecular Medicine has developed a new technique – named TARGET-seq – to enable scientists to reliably track genetic errors in individual cancer cells, and find out how these might lead to uncontrollable growth. The research, supported by the Oxford BRC and published in the journal Molecular Cell, could be a significant step towards a more personalised cancer treatment. It is the first time researchers have been able to reliably track DNA errors in thousands of individual cancer cells, while also measuring how these mutations lead to disruption in how DNA is read within the individual cells of a tumour.

A study by the University of Oxford’s Department of Oncology and Kennedy Institute, supported by the Oxford BRC, has found that an individual’s immune system – and in particular the presence of T-cells among tumour cells – may play an important role in survival after surgery to remove pancreatic cancer. The research was published in the International Journal of Cancer.

The risks associated with shoulder replacement surgery for arthritic conditions are higher than previously estimated, according to a study by BRC-supported researchers from the University of Oxford’s Nuffield Department of Orthopaedics, Rheumatology and Musculoskeletal Sciences (NDORMS). The findings were published by the British Medical Journal.

Pills are just as effective as intravenous injections in tackling bone infections, a study led by OUH researchers and supported by the BRC has found. The findings, published in The New England Journal of Medicine, challenge the long-held belief that injections into the vein are the best way to give antibiotics for infected hip or knee replacements. The research raises hopes that patients could leave hospital sooner, reducing NHS costs.

Survival after a diagnosis of heart failure in the United Kingdom has shown only modest improvement since 2000 and lags behind other serious conditions, such as cancer, a large study carried out by the University of Oxford’s Nuffield Department of Primary Care Health Sciences, and supported by the Oxford BRC, has found. The findings were published by the British Medical Journal.
10. **Oxford Academic Health Science Network (AHSN) & Oxford Academic Health Science Centre (AHSC) news**

The Oxford AHSN has published its latest quarterly report detailing highlights of activities with NHS partners to improve patient care. It includes a case study on a new test for pre-eclampsia pioneered at OUH. Read the case study [here](#) and the full report [here](#). The pre-eclampsia project is also shortlisted for the HSJ Partnership Awards 2019 – winners will be announced on 20 March. Read more [here](#).

Sam Foster, OUH Chief Nurse, opened the fourth meeting of the Emergency Department (ED) Collaborative which was hosted by OUH on 8 March. Set up by the Oxford Patient Safety Collaborative (PSC) in 2017, it aims to improve safety within EDs by providing opportunities for networking and shared learning for multi-disciplinary teams at all acute hospitals in the Oxford AHSN region.

The Oxford AHSN co-ordinated and hosted the second meeting of the regional Emergency Laparotomy Collaborative (ELC) on 4 March. This brings together five acute NHS teams from across the Oxford AHSN region, including OUH. This is one of [seven national programmes](#) for spread and adoption of best practice.

The sixth regional maternity shared learning event, co-ordinated by the Oxford PSC and covering all aspects of maternity care in Oxfordshire, Berkshire, Buckinghamshire and Milton Keynes, took place in Oxford on 27 February. Speakers included Professor Jacqueline Dunkley-Bent OBE (Head of Maternity, Children & Young People at NHS England and National Maternity Safety Champion at the Department of Health and Social Care).

The Oxford AHSN is hosting a conference in Oxford on 14 May on ‘Innovation in person-centred approaches’ with Health Education England. Speakers include Professor Martin Vernon (National Clinical Director for Older People and Person Centred Integrated Care at NHS England). There are opportunities to run workshops and present posters. More information [here](#).

The Oxford AHSC has been considering the following:

- The developing plans for the “Oxbridge” corridor – all universities within this area meet regularly and AHSC members are very keen to ensure full consideration of all aspects including health, life sciences, research and the economic benefits
- A joint meeting was held with the Cambridge University Health Partners in October 2018 and a second meeting is to be held on 29 April 2019 with the aim of ensuring the best possible collaborations between all aspects of our work
- The Research and Innovation Oversight Group met for the first time in February 2019 and will ensure that areas of joint interest can be tackled quickly
- A full report on the five years since AHSC designation in 2014 is being prepared.