

Trust Board Meeting in Public: Wednesday 13 November 2019

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Title	Chief Executive's Report
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Status	For Information
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Board Lead(s)	Dr Bruno Holthof, Chief Executive Officer			
Key purpose	Strategy	Assurance	Policy	Performance

Summary

1.	Trust Board changes
2.	Emergency Department expansion gathers pace
3.	'One team' approach to planning for Winter
4.	Sobell House Hospice extension officially opened
5.	Getting ready for Brexit
6.	NHS Rainbow Badge scheme adopted by staff
7.	Top author praises our Heart Centre
8.	Celebrating our award-winning staff
9.	Oxford Biomedical Research Centre (BRC) news
10.	Oxford Academic Health Science Network (AHSN) and Oxford Academic Health Science Centre (AHSC) news

Chief Executive's Report

1. Trust Board changes

Welcome to [David Walliker](#) who joined the Trust Board as Chief Digital & Partnership Officer on 28 October.

David's career began in the commercial sector before he joined Cheshire and Wirral Partnership NHS Foundation Trust in 2004 as Head of Informatics.

After working as National ICT Manager for the Welsh Ambulance Service, David was appointed Chief Information Officer at Liverpool Women's Hospital in 2013 and he took on the extra responsibility of covering the same role for the Royal Liverpool Hospital in 2015.

David's expertise will be invaluable as we seek to transform and improve our services for patients through the application of digital technology. He will also be the Trust lead on developing integrated partnerships, in particular with the Oxfordshire place-based system, the [BOB integrated care system](#) and the Thames Valley Cancer Alliance.

Welcome also to [Sarah Hordern and Katie Kapernaros](#) who joined the Trust Board as Non-executive Directors on 28 October following their appointment by the Council of Governors, which includes elected representatives of members of the public and staff.

Sarah has extensive Board experience in plc, private and mutual entities focusing on operational property management and real estate development.

She is a Board member and Credit Committee lead for Newbury Building Society, a mutual organisation and one of the largest shared ownership lenders in the UK. She is also Chief Finance Officer for Modulous, a property technology start-up focused on transforming the design and delivery of high quality affordable housing.

Sarah was Joint Chief Executive and Finance Director at Newbury Racecourse plc for 15 years. She was subsequently Chief Operating Officer for the Meyrick Group, a private property group with commercial, leisure and residential interests.

Katie is an experienced IT professional who has spent 30 years in the industry, managing large teams across the world.

She holds non-executive roles at the Property Ombudsman and BPDTS, a digital technology company which provides specialist digital technology services to the Department for Work and Pensions, sitting on their Remuneration and Nominations committees. She is also a Fellow of the British Computer Society.

Katie has been a charity Trustee and is heavily involved in sport, both participating and volunteering.

Sarah will significantly enhance our work in Estates and Katie will bring a wealth of experience in the IT and Digital field – these are both key priorities for the Trust.

2. Emergency Department expansion gathers pace

On 4 October I joined Trust Chair, Professor Sir Jonathan Montgomery and Oxford Hospitals Charity's Chief Executive, Douglas Graham and staff from our Emergency Department (ED) at the John Radcliffe Hospital in Oxford to see at first hand [how the much-needed expansion of the department is progressing](#).

Construction began in April this year, following the approval of the planning application by Oxford City Council in November 2018, and the works are due to be completed in Spring 2020.

This is good news for both patients and staff because the expanded space will include an extra nine bays for the immediate care of seriously ill patients and an additional CT scanner with control room, as well as a nurses' bay and improved bereavement and relatives' rooms.

Oxford Hospitals Charity has funded the new CT scanner, costing £829,000, thanks to a legacy gift that was left with the request it be used for scanning equipment.

The Charity will also fund art and colour schemes which will be developed as an integral part of the new build, including a series of calming light boxes and ceiling tiles in bed bays to help patients orientate themselves.

We are very grateful to the Charity for their support which will make a real difference to patients.

3. 'One team' approach to planning for Winter

The Oxfordshire Winter Plan is a joined-up and holistic plan involving all health and care partner organisations in the county – it builds on the success of our 'one team' approach last winter.

The theme is 'Help Us Help You', with a focus on asking the people of Oxfordshire to help us to help them by choosing the right service this winter.

Our aim with our partners is to provide care for people as close to home as possible and to avoid unnecessary admissions to hospital. If patients do need to spend time in hospital, we will support patients to return home or to an alternative 'step down' service as soon as they are ready.

When people no longer need hospital treatment, all staff across the health and social care system are committed to make sure they're looked after in the most appropriate place, whether that be at home or in the community.

Being admitted to hospital unnecessarily or staying in hospital for longer than necessary has a negative effect on people's health.

People are urged to have a winter plan for themselves and their family so that they know what they need to do to keep as well as possible, what they can do if they become unwell, and how they can support elderly neighbours who may not be able to look after themselves.

[More information is available on our website.](#)

4. Sobell House Hospice extension officially opened

[Sobell House's new extension was officially opened](#) on 30 September by Trust Chair, Professor Sir Jonathan Montgomery.

The hospice, on the Churchill Hospital site in Oxford, now has a two-storey extension housing a specialist outpatient facility (the Sobell Clinic) and a six-patient ward (the Garden Annex) designed to support patients with more complex care needs, such as dementia.

Sobell House is an integral part of our Cancer Centre at the Churchill Hospital in Oxford which is a regional centre of excellence for the treatment of people living with cancer at all stages of their treatment journey.

Building work to create the extension started in May 2018. The £4.3 million cost was entirely funded by the people of Oxfordshire through donations and legacies.

Professor Bee Wee, Clinical Lead at Sobell House, said: "This project came about as a direct response to the increasing demand for end of life care, which is being driven by an ageing population in the county."

5. Getting ready for Brexit

Work is ongoing in the Trust to plan and prepare for the potential impact of Brexit.

The Trust is following national guidance for the NHS on Brexit planning and a working group meets regularly in order to mitigate risks – it has representatives from clinical and non-clinical teams from across the Trust.

We are working closely with partner organisations in health and social care both locally and nationally to prepare for Brexit.

We have tried and tested business continuity procedures to minimise the risk of any disruption to patient care in a range of scenarios – and we are following these established practices to prepare for Brexit.

This work is being led by our Chief Operating Officer, Sara Randall, who is our designated Senior Responsible Officer (SRO) for EU Exit planning.

We continue to provide as much support as possible for our EU staff in advance of Brexit.

This support is a key part of our preparations for Brexit because, like me, more than 1,500 staff working for the Trust are nationals of other European nations and we want them to stay with us.

I have written personally to my European staff colleagues to encourage them to apply to the EU Settlement Scheme to secure their continued right to remain in the UK.

We are holding a series of information sessions for EU staff on all our hospital sites in Oxford and Banbury with [Europa Welcome!](#), a new service run by local charity Asylum Welcome, to support our staff in applying to the EU Settlement Scheme.

6. NHS Rainbow Badge scheme adopted by staff

Oxford University Hospitals staff have joined the national NHS Rainbow Badge movement for NHS staff to wear rainbow badges and lanyards to show that they offer open, non-judgmental and inclusive care for everyone who identifies as LGBT+.

LGBT+ stands for lesbian, gay, bisexual and transgender, the + simply means being inclusive of all identities, regardless of how people define themselves.

By wearing a rainbow badge or lanyard, our staff are promoting a positive message of inclusion.

Hundreds of staff took a few minutes out of their busy days to collect badges and lanyards at events which took place on all our hospital sites in Oxford and Banbury on 11 October, which was National Coming Out Day.

The NHS Rainbow Badge initiative was the brainchild of Dr Michael Farquhar, a sleep consultant at Evelina London Children's Hospital, who said: "The Rainbow Badges initiative has really captured the imagination of staff across the NHS, allowing a simple symbol to make a big difference. Our OUH colleagues are joining a national movement to make the NHS a welcoming place for all patients and staff."

Our adoption of the NHS Rainbow Badge initiative was made possible thanks to a successful bid by Tommy Snipe, Equality, Diversity and Inclusion Manager, and the Trust's LGBT+ Staff Network, to Oxford Hospitals Charity's [Small Grants Fund](#) which supports staff who have great ideas to improve patient and staff experience.

7. Top author praises our Heart Centre

Grateful patients and our staff took part in events to mark October's 10th anniversary of the [Heart Centre](#) at the John Radcliffe Hospital in Oxford.

I was delighted to join Heart Centre staff on 17 October for a very special [celebration](#) of everything they do to make it a leading centre of excellence providing advanced treatment and care, as well as outstanding support for patients and their families.

Before it opened in 2009, our cardiothoracic services were spread over a large area in the hospital but the Heart Centre brought all of this under one roof which has made a huge difference to our patients.

Mark Haddon, author of *The Curious Incident of the Dog in the Night-Time*, joined us at the staff event to thank the Heart Centre team who cared for him when he had a heart bypass operation earlier this year.

The [Oxford Mail reported](#) that he described how 'incredible' staff had been throughout his time in hospital and spoke about how the NHS made him 'proud to be British' as he thanked our staff for saving his life.

Oxford Hospitals Charity organised an open day for patients and the public on 19 October, which included talks from consultants and the launch of the Charity's new [Heartfelt Appeal](#) to mark the 10th anniversary of the Heart Centre.

8. Celebrating our award-winning staff

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

- **Professor Sir Peter Ratcliffe**, an honorary consultant at OUH, has been awarded the [2019 Nobel Prize for Medicine](#) – he was one of three scientists to win the award for their work on how cells sense and adapt to oxygen levels, research that is leading to new treatments for a range of conditions including cancer
- **Professor Robert MacLaren**, who is a Consultant Ophthalmologist based in the Oxford Eye Hospital, won the [Clinical Service of the Year](#) category of the Macular Society Awards for Excellence on 21 September
- Staff and patients from OUH were among the winners at the fourth annual [Thames Valley Health Research Awards](#) on 25 September
- Our [International Nurses Programme](#) was shortlisted in the Best International Recruitment Experience category of the *Nursing Times* Workforce Awards on 25 September
- **Sophie Pomroy**, who is a Business Administration Apprentice at OUH, is in the running to win the [Apprentice of the Year](#) category of Skills for Health's Our Health Heroes Awards – winners will be announced on 20 November

See the [Our Fabulous Staff section of our website](#) for more inspiring stories about staff who go the extra mile for our patients and staff.

10. Oxford Biomedical Research Centre (BRC) news

Oxford researchers have developed a new biomarker – derived through artificial intelligence analysis of routine CT scans – that can identify people at high risk of a fatal heart attack at least five years before it strikes. [This FRP 'fingerprint'](#) detects biological 'red flags' in the perivascular space lining the vessels that supply blood to the heart.

Two Oxford University research groups have found that a newly discovered group of white blood cells can [help repair tissues](#) in the body. The two teams, both supported by the

Oxford BRC, say these 'Mucosal Associated Invariant T cells', or 'MAIT cells', which are abundant in our bodies, could be harnessed to help heal tissues and treat diseases such as infections of the lung, the bowel or the skin.

Two consultant haematologists at the Oxford Haemophilia and Thrombosis Centre (OHTC), based at the Churchill Hospital, have been [awarded funding for their research](#) as part of a new national scheme. Dr Nicola Curry and Dr Susie Shapiro were among the recipients of the new Clinical Academic Research Partnerships (CARPs), awarded by the Medical Research Council. The awards have given a significant boost to bleeding and clotting research in Oxford. Dr Curry's research will focus on bleeding in trauma, while Dr Shapiro will develop a research programme on polycythaemia, a cancer of the bone marrow and blood.

New analysis from more than 36,000 healthy women in 20 countries suggests that physiological changes during pregnancy may [not be as dramatic as traditionally taught](#) by medical textbooks that are based on old data and small numbers of pregnant women. However, blood pressures do appear to be increasing year on year.

Projects that involve patients and the public as a way of determining health research priorities vary considerably in the extent to which they influence what research is actually done, according to new analysis, supported by the Oxford BRC, into [the impact of James Lind Alliance](#) (JLA) Priority Setting Partnerships. The JLA was established 20 years ago to promote the involvement of patients and lay people in deciding which questions should be prioritised for health research.

The Oxford BRC is organising a [series of workshops for patients](#) and members of the public about how they can get involved in and help shape research. The second workshop, 'Patient and Public Involvement: service user-led research', is on Saturday 7 December from 1.30-4pm at The King's Centre, Osney Mead, Oxford.

The BRC's most recent public talk on 26 September focused on multimorbidity, when people live with two or more long-term health conditions. Professor Rafael Perera looked at the different definitions of multimorbidity and how health services can manage chronic conditions to improve health in later life. A [video of the talk](#) is on the BRC website.

The [next public talk](#) will be at the John Radcliffe Hospital on Thursday 21 November when Dr Philippa Matthews will look at the impact of Hepatitis B and its current treatments. She will explore whether, with an effective vaccine and widely available antiviral drugs, we can meet the international goal of eliminating the Hepatitis B virus (HBV) by 2030.

Working with the Trust's in-house team, Oxford Medical Illustration, the Oxford BRC has [produced a video](#) looking at the world-leading research that takes place at the Oxford Centre for Diabetes, Endocrinology and Metabolism (OCDEM) on the Churchill Hospital site.

The Oxford BRC has been helping to promote a new NIHR campaign, 'Your Path in Research', to support healthcare professionals in contributing to research. Support includes training, online courses and information about how the NIHR is helping to shape

clinical practice through research. Information about the support which is available can be found at www.nihr.ac.uk/yourpathinresearch.

11. Oxford Academic Health Science Network (AHSN) and Oxford Academic Health Science Centre (AHSC) news

Oxford AHSN news

A new website and brochure detail [recent achievements and current priorities](#) of the Oxford AHSN.

The latest meeting of a [regional collaboration which seeks to improve care for patients who frequently attend Emergency Departments](#) took place on 10 October.

The Regional Emergency Department Collaborative, which is supported by the Oxford Patient Safety Collaborative, aims to share best practice, better understand patient flow, and design shared strategies based on collective knowledge.

An initial cohort of [eight start-up companies have begun their journey through the new Oxford AHSN Accelerator programme](#).

They were selected after successfully pitching their innovative ideas to a panel of industry leaders, investors and senior AHSN staff. Their innovations relate to drug discovery, diagnostics, digital health and service delivery.

Oxford AHSC news

A new, open competition to designate National Institute for Health Research – NHS England and NHS Improvement (NIHR – NHSE/I) Academic Health Science Centres (AHSCs) in England was launched on 17 October with a deadline for applications of 11 December.

The designation process is being run by the NIHR on behalf of the Department of Health and Social Care (DHSC) and NHS England and NHS Improvement (NHSE/I) – an independent committee will make recommendations for the designation of successful applicants which would be for a period of five years from 1 April 2020.

[Professor Sir John Bell](#) chaired a meeting of the Oxford AHSC partners – Oxford University Hospitals NHS Foundation Trust, the University of Oxford, Oxford Brookes University, and Oxford Health NHS Foundation Trust – on 23 October.

In addition, representatives of [Oxford Biomedical Research Centre \(BRC\)](#), [Oxford Health Biomedical Research Centre \(BRC\)](#), and the [Oxford Institute of Nursing, Midwifery and Allied Health Research \(OxINMAHR\)](#) attended the meeting which considered plans and agreed the way forward for the Oxford AHSC application.

Further information about the process can be found on the [NIHR website](#).

Dr Bruno Holthof
Chief Executive Officer
November 2019