

Cover Sheet

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Chief Executive Officer's Report

1. All welcome to join our first 'virtual' Annual Public Meeting

- 1.1. Due to COVID-19 social distancing restrictions, our Annual Public Meeting will this year be held virtually rather than face-to-face.
- 1.2. It will take place at 6pm on Monday 28 September – details of how to join us online will be circulated nearer the time.
- 1.3. The Annual Public Meeting is an opportunity to look back at the last 12 months in the life of Oxford University Hospitals NHS Foundation Trust and to look forward to our future plans.
- 1.4. The Trust's Annual Report and Accounts 2019-20 was laid before Parliament in July – [it is available to read online and download on the Trust website.](#)

2. Our new Strategy is launched

- 2.1. Our [Strategy 2020-2025](#) seeks to deliver our vision of 'delivering compassionate excellence for our people, our patients, and our populations'.
- 2.2. The strategy, which will guide our priorities and decisions across the Trust over the next five years, was published on 11 August.
- 2.3. It is focused on three strategic objectives – making OUH a great place to work by delivering the best staff experience and wellbeing for all our **people**, supported by a sustainable workforce model and a compassionate culture; improving the access, quality, and experience of care for all our **patients**; and working with our partners to improve the health and wellbeing of the **populations** we serve, working collaboratively to deliver integrated and sustainable services.
- 2.4. This is the right time to set a new strategic framework so that across every team and part of the organisation we are focusing on the right priorities to move forward.
- 2.5. The strategy also sets out we will work together with the wider health and care system for the benefit of patients, staff, and people of Oxfordshire and beyond.

3. COVID-19 vaccine development and treatment trial – online talks

- 3.1. Oxford is at the heart of global efforts to carry out groundbreaking research into COVID-19 and the NIHR Oxford Biomedical Research Centre (BRC) has hosted a number of online talks about different aspects of this research.
- 3.2. If you would like to know more about the Oxford COVID-19 vaccine trial, you can watch Professor Andrew Pollard – who is one of the trial’s chief investigators – talking about the development of the vaccine candidate and the progress which the trial is making. [It is available to watch on YouTube.](#)
- 3.3. If you would like to know more about the RECOVERY Trial, the Oxford-led national trial investigating potential treatments for COVID-19 – including which drugs have been rejected and which are successful – you can watch Professor Martin Landray explaining the background to the trial and the latest developments. [It is also available to watch on YouTube.](#)

4. Work starts on new Radiotherapy Centre in Swindon

- 4.1. I am delighted that on Monday 3 August work got underway to build a new Radiotherapy Centre on the Great Western Hospital site in Swindon.
- 4.2. Local people have donated an incredible £2.9 million towards the specialist equipment needed to provide radiotherapy in Swindon, through Brighter Futures’ Radiotherapy Appeal.
- 4.3. This community fundraising demonstrates the importance of this project to the people of Swindon and how making radiotherapy treatment available closer to home will make a huge difference to cancer patients and their families.
- 4.4. It is estimated that the new OUH Swindon Radiotherapy Centre will save over 13,000 journeys to Oxford every year, alongside anxiety, stress and precious time.
- 4.5. It is an expansion of our current radiotherapy service which is based on our Churchill Hospital site in Oxford.

5. New developments to improve patient care in Banbury and Oxford

- 5.1. It is good news for both patients and our staff that, despite the restrictions placed on us by COVID-19, I am pleased to report a number of new developments to improve the experience of our patients.
- 5.2. [Home First](#) is a joint initiative by OUH, Oxfordshire County Council, Oxford Health NHS Foundation Trust, and Age UK Oxfordshire, which was launched in July initially in North Oxfordshire to help patients leaving hospital to identify what support they need to regain independence and confidence.

- 5.3. The pilot project covers Banbury, Bicester, Kidlington and Woodstock and is then due to be rolled out across the rest of Oxfordshire.
- 5.4. [A new MRI scanner went live at the Horton General Hospital in Banbury on 3 August](#) – it offers state-of-the-art technology and the capacity to scan inpatients and children, as well as people attending outpatient appointments. The mobile unit is located at the front of the hospital, to the left of the Emergency Department, and can scan an average of 15 patients per day. The scanner is fully accessible and is more spacious so patients feel more comfortable when having their imaging treatment. It also has a quicker scanning capability to reduce the amount of time which patients spend in the scanner. It will improve our diagnostics service for both patients and staff by offering a wider range of services for the Radiology Department.
- 5.5. [A new maternity theatre opened in the Women’s Centre at the John Radcliffe Hospital in Oxford on 29 July](#) – a former procedure room in maternity has been upgraded and refurbished to provide a new operating theatre equipped to modern standards.
- 5.6. Facilities on the postnatal ward have also been improved, allowing the creation of a dedicated area for women who require an elective (planned) caesarean birth. Staff will also benefit from a renovated staff room, funded by [Oxford Hospitals Charity](#).

6. Welcome to our new junior doctors

- 6.1. Professor Meghana Pandit, our Chief Medical Officer, welcomed 432 new Junior Doctors to OUH on Wednesday 5 August. They include almost 200 doctors who are in their first (Foundation Year 1) or second (Foundation Year 2) year of training after completing medical school.
- 6.2. In a personal message to all OUH staff, Meghana said: “I am sure you will join me in providing our new doctors with a warm welcome. As our new colleagues transition into their roles and become integral members of Trust staff, it is timely for us all to be reminded of our OUH values – Compassion, Respect, Excellence, Learning, Delivery and Improvement.”

7. Supporting the health and wellbeing of our staff

- 7.1. The health and wellbeing of our staff at OUH has never been more important than now as we reflect on the unprecedented nature of the COVID-19 pandemic to date and prepare for the challenges ahead of us this winter.
- Emergency Department staff can now take short power naps during their breaks following the installation of **specialist rest pods and chairs**. The comfortable rest spaces, which were on loan to the Trust for a trial and used

throughout the peak of the COVID-19 pandemic, have been so popular with staff that Oxford Hospitals Charity has agreed to purchase them for permanent use. We are very grateful to the Charity for this support.

They allow staff working in our Emergency Departments to recharge during their breaks, or before or after intense or stressful shifts.

Two pods and a chair have been introduced at the John Radcliffe Hospital in Oxford, and a specialist chair has been installed at the Horton General Hospital in Banbury.

We are very grateful to the Charity for this support.

- 7.2. Throughout the month of August, our Here for Health team ran an internal communications campaign to encourage staff to take time out to consider how their own health and wellbeing has been impacted by COVID-19 and to help them find their 'new normal'.
- 7.3. The **Impacted by COVID-19** campaign prompted staff to explore with compassion the impact of COVID-19 on them by taking time to think, pause and notice, asking themselves questions like 'How are you right now? What habits or behaviours would you like to sustain? What might you want to establish or re-establish as part of a healthy routine for you?'
- 7.4. Staff were also provided with useful resources including helpful videos and links to local and national information, including our [Guide to Health and Wellness for staff](#) on the Trust website.
- 7.5. **Speaking up safely** has never been more important and so regular listening events have been held to offer opportunities for staff to the speak to the Freedom to Speak Up team and members of the Trust Board – the first listening event was held on 5 May. Virtual listening events continue to take place online on a weekly basis and are publicised to all staff in advance.

8. OUH in top 10 nationally for patient involvement in clinical research

- 8.1. OUH is among the highest ranked NHS trusts when it comes to offering inpatients the opportunity to take part in research.
- 8.2. In the 2019 adult inpatient survey of 144 Trusts in England, published in July by the Care Quality Commission (CQC), OUH was one of only nine trusts that performed 'better' when compared with other trusts for 'taking part in research'.
- 8.3. This question in the survey relates to the proportion of inpatients who have had a member of their clinical team discuss with them the opportunity of taking part in a research study. The survey results showed that 26% of respondents at OUH said that they had been asked if they wanted to participate in a research, and 21% had agreed to take part.

- 8.4. The significance of research as a factor in improving patient care was recognised in 2019 when clinical research was included in the CQC's assessment of whether a trust is effective and well-led.
- 8.5. This reflects a growing body of evidence showing that research-active hospitals have better patient outcomes, including reduced mortality rates, and that patients value the opportunity to take part in, and benefit from, research.

9. Oxford Biomedical Research Centre news

9.1. COVID-19 related Oxford BRC news

The **Oxford COVID-19 vaccine trial** took a major step forward when [the results of Phase I/II of the trial](#) showed that not only were there no early safety concerns but also the vaccine induced a strong immune response. The results, published in The Lancet, indicate the vaccine provoked a T cell response within 14 days of vaccination and an antibody response within 28 days.

During the study, participants who received the vaccine had detectable neutralising antibodies, and these responses were strongest after a booster dose. The next step in studying the vaccine is to confirm that it can effectively protect against SARS-CoV-2 infection.

Three leading members of the Oxford BRC's Vaccines Theme are leading the Oxford vaccine trial – Professor Sarah Gilbert and Professor Adrian Hill of the University of Oxford's Jenner Institute and Professor Andrew Pollard of the University's Oxford Vaccine Group. The Oxford BRC provided crucial funding to get the trial up and running and then helped to fund an evaluation of the safety of the vaccine.

The **Oxford-led RECOVERY treatment trial** is the world's biggest trial looking at whether existing treatments can tackle the symptoms of coronavirus. Having found that [dexamethasone, a cheap and widely available steroid](#), reduced the risk of death in COVID-19 patients on ventilators by a third and by a fifth in those on oxygen, the chief investigators announced that the trial had found no clinical benefit from using two of the other drugs being tested on hospitalised patients with COVID-19 – the anti-malaria drug hydroxychloroquine and lopinavir-ritonavir, an antiviral treatment commonly used to treat HIV. Since it began in March, the RECOVERY trial has recruited more than 12,200 patients across 176 NHS hospitals.

PHOSP-COVID is a research study investigating the long-term health impacts of COVID-19 on hospitalised patients – it is led by the Leicester BRC with Oxford investigators at the forefront in providing expertise in multi-organ imaging, mental health and lung disease. It involves collaboration between OUH and Oxford Health NHS Foundation Trust and between the NIHR Oxford BRC and the Oxford Health BRC. Oxford's two NHS Trusts and both NIHR Biomedical

Research Centres. The three Oxford research leads are: Professor Ling-Pei Ho, of the Oxford BRC's Respiratory Theme, Professor John Geddes, Director of the NIHR Oxford Health BRC, and Professor Stefan Neubauer, the Oxford BRC's Theme Lead for Imaging.

A study at OUH has revealed the [different levels of risk faced by healthcare workers during the COVID-19 pandemic](#) – the study was the first to comprehensively investigate all staff groups across an institution, combining data from both symptomatic and asymptomatic staff testing programmes. Almost 10,000 OUH staff were tested both for presence of the virus responsible for COVID-19 and antibodies to the virus, giving an accurate view of who has had coronavirus infection to date in the OUH workforce. The programme was able to:

- Identify and isolate staff members who had the infection before they developed symptoms, preventing them passing infection on to other staff and patients
- Identify in which areas of the hospital staff were at greatest risk
- Identify which staff groups were at greatest risk
- Record which staff have antibodies to the virus that causes COVID-19, enabling these staff to be monitored to understand if these antibodies provide immunity against repeat infections
- Based on the findings of the testing, implement an infection prevention and control plan to limit transmission of the virus

University of Oxford scientists specialising in infectious disease and clinical machine learning have developed an **artificial intelligence (AI) test to rapidly screen for COVID-19 in patients arriving in Emergency Departments** – [the initial findings of the CURIAL AI test](#), which has been supported by the Oxford BRC, appeared in a pre-print paper. The test assesses data routinely collected during the first hour in Emergency Departments, such as blood tests and vital signs, to determine in near real time the chance of a patient testing positive for COVID-19.

A [study by Oxford researchers](#), supported by the Oxford BRC, has found that **ACE inhibitors and ARBs** – both common treatments for high blood pressure and heart failure – are **not generally linked to an increased risk of severe COVID-19 disease** or an increased likelihood of being admitted to intensive care. But the researchers did find higher risk of severe COVID-19 for some Black and Minority Ethnic (BAME) groups taking ACE inhibitors. The study was published as an open access paper in the *BMJ Heart* journal.

The University of Oxford has joined forces with the COVID Symptom Study app to widen access to two clinical trials of potential treatments for COVID-19:

- The [PRINCIPLE trial](#) which is testing potential treatments for COVID-19 in primary care
- The Oxford BRC-supported [STOIC trial](#) which is investigating if the inhaled steroid Budesonide works on adult patients in the early stages of a COVID-19 infection to prevent the need for hospital admission

Preliminary results of a clinical trial supported by Oxford BRC researchers have suggested that a [new treatment for COVID-19 dramatically reduces the number of patients needing intensive care](#). The treatment, a protein called **interferon beta**, has been developed by the UK biotech company Synairgen and scientists at the University of Southampton. Interferon beta, produced naturally by the body when it gets a viral infection, is inhaled directly into the lungs of patients with COVID-19 using a nebuliser, with the aim of reducing viral load and stimulating an immune response.

As part of the international [REMAP-CAP trial](#), researchers from the BRC's Haematology theme have launched the **first national randomised trial looking at potential anti-coagulant therapy for patients with thrombotic complications of COVID-19 infection**. The aim of the study, led by Professor Simon Stanworth, is to test whether full therapeutic anticoagulation with heparin improves outcomes in patients with severe COVID-19 infection.

Professor Stanworth also led a study looking at **how blood transfusion services have coped during the COVID-19 pandemic**. It found that while blood providers such as NHS Blood and Transplant have reported a reduction in donor numbers, it has largely been counterbalanced by a reduction in demand for transfusions.

The Oxford BRC's Theme Lead for Partnerships for Health, Wealth and Innovation, Professor Trish Greenhalgh, is the co-author of a BMJ article mapping out what is known and what is still unknown about '[long COVID](#)' when **COVID-19 patients continue to experience symptoms many weeks after contracting the virus**. The article provides preliminary guidance for primary care clinicians.

9.2. Other Oxford BRC news

[Non-invasive home-based tests that detect blood in patient stool samples offer an accurate and appropriate triaging method for GPs](#), according to University of Oxford researchers. The study which is already informing a redesign of the colorectal cancer pathway at OUH, could prompt primary care services nationally to reprioritise symptomatic patients for urgent referral to hospital-based investigation of colorectal cancer. The study, supported by the Oxford BRC, is the first to robustly demonstrate that a positive test of 10 micrograms or more of haemoglobin per gram of sample, as recommended by NICE as a threshold for

urgent referral, would detect 91% of underlying cancers in the 1 in 10 people with symptoms who receive a positive test.

The Oxford BRC has received more than €270,000 from the European Commission as a part of a multi-nation research project to promote citizen science. [Oxford's involvement in the three-year, €2.2m STEP-CHANGE project](#) will entail the BRC and the Oxford Centre for Diabetes, Endocrinology and Metabolism (OCDEM) carrying out research into the role of steroid hormones in the treatment of non-alcoholic fatty liver disease (NAFLD), obesity and type 2 diabetes. The Oxford BRC researchers include Dr Vasiliki Kiparoglou, Chief Operating Officer, Dr Syed Ghulam Sarwar Shah, and Professor Jeremy Tomlinson, Theme Lead for Diabetes and Metabolism.

A number of Oxford BRC-supported researchers – including **Professor Robert MacLaren**, **Professor Andrew Pollard** and **Professor Anna Schuh** – as well as **Dr Maxine Allen** and her **Business Development and Partnering Team** have been recognised in this year's [University of Oxford Vice-Chancellor Innovation Awards](#), which celebrate research-led innovation that is having societal or economic impact.

A [travelling photography exhibition showcasing groundbreaking NHS research](#) taking place across the Thames Valley has opened at the West Berkshire Museum in Newbury. It features people who have taken part in studies, researchers at work, and microscopic images of cells and bacteria. The Oxford BRC is one of the organisations behind the exhibition, which was launched at Oxford's Covered Market in February and will move to the Civic Hall in Didcot at the end of August.

10. Oxford Academic Health Science Network and Oxford Academic Health Partners news

10.1. Oxford Academic Health Science Network news

Six NHS trusts centred on OUH have come together to harness state-of-the-art artificial intelligence (AI) technology to help clinicians make the right decisions so that more patients recover following stroke. More information about [England's first AI-enabled stroke network](#) is available on the Oxford AHSN website.

A collaboration between the Oxford AHSN and the stroke leads for the Getting It Right First Time (GIRFT) programme has produced practical support for stroke teams across England. [Full guidance and a link to a webinar](#) can be found on the Oxford AHSN website.

A [new online training course to improve the safety of women and babies in labour is in the running for three HSJ Patient Safety awards](#). The interactive programme is the first to integrate real fetal heart sounds, helping midwives provide safer care when they monitor a baby's heartbeat in the womb. The free programme

was developed by a collaboration including the Oxford AHSN and OUH consultant midwife Wendy Randall.

The Oxford AHSN is hosting a [webinar on 23 September focusing on COVID-19 patient pathways](#). This will include examples of innovative ways to assess and manage patients in the community with suspected COVID-19.

People accessing an [online sleep improvement programme](#) provided free in the Thames Valley through the Oxford AHSN reaped wide-ranging benefits, according to a new report. [The study found they slept longer, spent less on sleeping pills, had fewer sick days, and better mental health](#). The findings are based on feedback from more than 7,000 people who started a Sleepio online programme based on cognitive behavioural therapy for insomnia in Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes since October 2018. OUH was one of the employers which promoted Sleepio.

10.2. Oxford Academic Health Partners news

The Board of Oxford Academic Health Partners (OAHP) met for the first time since re-designation by NIHR as an Academic Health Sciences Centre (AHSC) in July. The Board suggested a range of topics and synergies for the partnership to consider during the forthcoming term to March 2025.

Work is underway to consider priorities and identify projects supporting the strategic goals and objectives of all partners including:

- Sustainability of future of research; supporting NIHR BRC and CRF renewals in 2021
- Public Health and Social Care challenges
- COVID-19 recovery requirements
- Workforce Intelligence for Nursing and Allied Health (WINAH)