

Cover Sheet

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Executive Summary

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Chief Executive Officer's Report

1. Winter Vaccinations campaign launched to keep our staff and patients safe

- 1.1. We are encouraging all our #OneTeamOneOUH staff to have not only their annual flu vaccination but also their COVID-19 booster vaccination to protect themselves, their colleagues, our patients, and also their loved ones.
- 1.2. Our staff flu vaccination programme was launched on 27 September and we launched our COVID-19 booster vaccination programme a week later on 4 October.
- 1.3. I would like to thank all staff who are involved in our Winter Vaccinations campaign including our army of vaccinators who have been trained to provide the flu vaccination in their areas of the Trust and our central team who are ably led by Professor Meghana Pandit, our Chief Medical Officer, and Sam Foster, our Chief Nursing Officer.
- 1.4. We are also working with colleagues across the Oxfordshire health and care system – and the wider Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) – to promote the benefits of vaccination for our patients and populations.
- 1.5. The COVID-19 booster vaccination will increase the protection which people have from their first two doses and give longer term protection. As is the case with some other vaccines, levels of protection may begin to reduce over time so getting a COVID-19 booster is the best way for people to protect themselves, their family and friends this winter. [More information is available on our website.](#)

2. Film about Long COVID service premiered at annual meeting

- 2.1. Our new mini documentary *You are not alone – the Long COVID service* was premiered during the Trust's Annual Public Meeting on 28 September.
- 2.2. It shows how OUH and Oxford Health NHS Foundation Trust staff are working together to tackle Long COVID through a joint service which includes doctors, nurses, psychologists, physiotherapists and occupational therapists.
- 2.3. Our teams offer both physical and psychological assessments of patients, so they can be assessed and referred to the most appropriate treatment and rehabilitation services.
- 2.4. It is good news for patients that we have joined forces with Oxford Health to create a comprehensive service to tackle Long COVID and give people the longer term care, support and rehabilitation they need.

- 2.5. The mini documentary, produced by our in-house Oxford Medical Illustration team, features specialists from OUH and Oxford Health, as well as a patient who has benefited from the joint Long COVID service.
- 2.6. [Watch *You are not alone – the Long COVID service* on the OUH YouTube channel](#)
- 2.7. [Watch a recording of our Annual Public Meeting, also on our YouTube channel](#)

3. ‘Have your say – make your voice heard!’ – NHS Staff Survey launched

- 3.1. All Trust staff are invited to have their say and make their voices heard by taking part in this year’s NHS Staff Survey.
- 3.2. In a personal message to all OUH staff to launch the annual survey on Monday 27 September, our Chief People Officer Terry Roberts said: "2021 has been another hugely challenging year for all of us due to the COVID-19 pandemic.
- 3.3. "This is your chance to say how it feels to work at OUH so that we can learn from what you tell us and make positive changes in response to your feedback.
- 3.4. "Your views really do matter and my Trust Board colleagues and I are personally committed to learning from your experiences in order to shape further improvements so that OUH is a great place to work."
- 3.5. The Staff Survey window closes on Friday 26 November and we aim to continue the improvements we have seen in recent years in both the number of staff taking the opportunity to complete the survey and the percentage of staff who would recommending OUH to their friends and family.
- 3.6. Our response rate has increased from 38.8% in 2017 to 53.1% in 2020 while we have also seen a significant improvement in staff recommending OUH as a place to be treated and as a place to work.
- 3.7. In the 2020 survey, 83% of staff said they would recommend OUH as a place to be treated – up from 78% in 2019 – and 70% of staff said they would recommend OUH as a place to work – up from 64% in 2019.

4. Celebrating Speak Up Month and Black History Month at OUH

- 4.1. Our #OneTeamOneOUH staff were invited to have their say and make their voices heard by taking part in activities to celebrate Speak Up Month and Black History Month in October.

- 4.2. October is designated by the [National Guardian's Office](#) as the annual Speak Up Month and our Freedom to Speak Up (FtSU) team ran a range of activities, aimed at showing how everyone has a part to play in making speaking up business as usual at OUH.
- 4.3. I hosted a virtual listening event with Claire Flint (Non-Executive Director lead for FtSU), Eileen Walsh (Executive Director lead for FtSU) and Professor Tony Schapira (Non-Executive Director), the FtSU team ran roadshows events on all four of our hospital sites and at OUH Cowley, and we posted regular updates also been busy on the Trust's social media channels.
- 4.4. [Black History Month](#) is an annual event which takes place every October to recognise and celebrate the outstanding contribution that people of African and Caribbean descent have made to the UK over many generations, including in the NHS.
- 4.5. Our Black, Asian and Minority Ethnic (BAME) Staff Network, working in partnership with our Equality, Diversity and Inclusion team, organised two virtual events for staff to mark Black History Month. These events were open to all staff working across BOB ICS.
- 4.6. Joy Warmington (Non-Executive Director) talked about the role of allyship in the NHS while Terry Roberts (Chief People Officer) led a session on the career journeys of black leaders in the NHS with Karen Bonner (Chief Nurse, Buckinghamshire Healthcare NHS Trust) and Thanda Mhlanga (Equality, Diversity and Inclusion Manager - Workforce, Berkshire Healthcare NHS Foundation Trust).
- 4.7. I would like to thank all staff who went the extra mile to mark Speak Up Month and Black History Month, helping to embed a culture of civility and respect in the Trust and furthering the equality, diversity and inclusion agenda at OUH.

5. OUH nurses invited to the Chelsea Flower Show to see NHS garden

- 5.1. [A garden at September's RHS Chelsea Flower Show celebrated the tireless work of NHS staff, as well as commemorating all key worker efforts throughout the COVID-19 pandemic](#) – and two of our nursing staff who have been on the frontline at the John Radcliffe Hospital in Oxford during the pandemic were invited to see it in situ.
- 5.2. [Finding Our Way: An NHS Tribute Garden](#) was designed by Naomi Ferrett-Cohen for OUH and the University of Oxford.
- 5.3. Katy Mimpres, Matron in the Emergency Department (A&E) at the John Radcliffe Hospital, and Ade Adegboyega, Ward Sister on John Warin Ward at the JR where many COVID-19 patients have been treated, were invited to visit the garden and experience it for themselves during the Show.

- 5.4. They also met renowned chef Raymond Blanc OBE who spent a month at the John Radcliffe Hospital fighting COVID-19 after being admitted in December 2020.
- 5.5. He recently held a party at his Oxfordshire restaurant Le Manoir aux Quat' Saisons for OUH staff to say thank you for the care they gave him.
- 5.6. Raymond Blanc said: "It was wonderful to see the garden in bloom. I am incredibly grateful for the NHS, and am so pleased that everyone's hard work is being marked in this way."

6. Wellbeing Check-ins for all #OneTeamOneOUH staff

- 6.1. Earlier this year we introduced our [Growing Stronger Together - Rest, Reflect, Recover](#) programme to support the health and wellbeing of all #OneTeamOneOUH staff both as individuals and in their teams.
- 6.2. As part of *Growing Stronger Together*, in September we launched Wellbeing Check-ins for every member of staff. This is a one-to-one 'touch base' conversation that provides a moment to pause and check if staff have any new or ongoing wellbeing needs.
- 6.3. This is a really important development as we prepare for what promises to be another very challenging winter for the NHS nationally and locally.
- 6.4. Many teams from across OUH have also taken part in R3P (Recovery, Readjustment and Reintegration) workshops for more in-depth discussions about people's experiences of working during the pandemic.
- 6.5. Thanks to a successful bid for funding from NHS Charities Together by Oxford Hospitals Charity, a [dedicated Psychological Medicine Staff Support Service](#) was also created earlier this year.
- 6.6. These are all important developments as we prepare for what promises to be another very challenging winter for the NHS nationally and locally.

7. 'Topping out' marks milestone for Swindon Radiotherapy Centre

- 7.1. I am delighted that the development of our new Swindon Radiotherapy Centre – on the Great Western Hospital site – is progressing well.
- 7.2. It moved a step closer to completion with [a 'topping out' ceremony on Monday 13 September](#) – Jason Dorsett, our Chief Finance Officer, and Dr Claire Hobbs and Carol Scott from the OUH Radiotherapy Service were joined by Kevin McNamara, Chief Executive of Great Western Hospitals NHS Foundation Trust, and ambassadors from the Brighter Futures fundraising campaign.

- 7.3.** The OUH Swindon Radiotherapy Centre will ensure that cancer patients and their families have a service closer to home which will not only provide high quality care and treatment but also reduce travel time.
- 7.4.** It is estimated that the new centre will save more than 13,000 journeys to Oxford every year. It is a significant expansion of our existing radiotherapy service, currently provided from the Churchill Hospital in Oxford.

8. Congratulations to our award-winning #OneTeamOneOUH staff

- 8.1.** OUH won the [Changing Culture Award category at the Health Service Journal \(HSJ\) Patient Safety Awards](#) on 20 September in recognition of our Quality Improvement (QI) Hub, which brings together examples of improvement across the organisation to provide a single platform to celebrate and learn from in order to establish a culture in which our staff feel supported to improve patient and staff experience
- 8.2.** The **Early Phase Clinical Trials Team**, based at the Churchill Hospital in Oxford, won the [Excellence in Cancer Research Nursing category at the RCN Nursing Awards](#) on 12 October
- 8.3.** **Dr Sarah Griffiths**, who practises under the name **Dr Sarah McKelvie** as a Specialist Registrar in Geriatrics at OUH, won the [FA & McDonald's Grassroots Bobby Moore award](#) after establishing Summertown Warriors, a new opportunity for children with Cerebral Palsy to take part in football
- 8.4.** **Ariel Lanada**, a senior nurse who also chairs the OUH Black, Asian and Minority Ethnic (BAME) Staff Network, was shortlisted in the [Nurse of the Year category of the Nursing Times Awards](#) on 27 October
- 8.5.** Consultant Midwife **Heidi Ottosen** and Bereavement Midwife Support Worker **Candice Noonan** were both shortlisted for the [Royal College of Midwives \(RCM\) Awards](#) on 27 October – Candice won the Maternity Support Worker of the Year Award
- 8.6.** Medical Secretary **Ros Charlett** is shortlisted in the [Admin & Clerical category of the Unsung Hero Awards](#) – winners will be announced on 12 November
- 8.7.** **Professor Bee Wee**, a Consultant in Palliative Care at Sobell House Hospice on our Churchill Hospital site in Oxford, is named by *Health Service Journal* in a prestigious list of the 50 Black, Asian and Minority Ethnic (BAME) people who will exercise the most power and/or influence in the English NHS and health policy over the next 12 months – Bee, who is also NHS England's National Clinical Director for Palliative and End of Life Care, has previously [received a CBE for her contribution to palliative care](#)

8.8. Senior Press & Communications Officer **George Welch** won the [Regional Rising Star - South East Award at the NHS Communicate Awards](#) in September

9. Oxford Biomedical Research Centre (BRC) news

9.1. COVID-19 research news

The latest findings of an [ongoing national study](#) of COVID-19 immunity in households across the UK has found that both the Pfizer-BioNTech and the Oxford-AstraZeneca vaccines offer good protection against new infections of the Delta variant of concern, but that effectiveness is reduced compared with the Alpha variant. The COVID-19 infection survey, led by the University of Oxford and the Office for National Statistics, found that having two vaccine doses remains the most effective way to ensure protection against the Delta variant. The Chief Investigator on the study is Professor Sarah Walker, the Oxford BRC's Co-theme Lead for Antimicrobial Resistance and Modernising Microbiology.

Oxford researchers will be involved in a major new study seeking to understand [why some people become infected with COVID-19 after vaccination](#) or prior infection while others do not. Oxford BRC-supported investigators already involved in the Protective Immunity from T-Cells in Healthcare workers (PITCH) study will be part of a consortium of academic partners involved in the new study. They will look at a number of research cohorts and assess their detailed immune system response to COVID-19 infections and vaccinations. The study will assess how long immunity from vaccinations lasts, how the timeline differs between the different vaccines, and how changes in the SARS-CoV-2 virus genetic make-up might evade the immune response.

Oxford researchers have found a [correlation](#) between deaths from COVID-19 infections and a poorly coordinated systemic immune response, as well as increased activity by Mucosal Associated Invariant T cells, or 'MAIT cells'. The study, which included Oxford BRC-supported researchers, suggests there is a link between inflammatory responses in the body and increased mortality.

A paper published as part of the RECOVERY Trial, the world's largest randomised trial of potential COVID-19 treatments, has been named the *BMJ's* [UK Research Paper of the Year](#). The paper on the effectiveness of dexamethasone in hospitalised COVID-19 patients, was published in the *New England Journal of Medicine* in June 2020. Dexamethasone, an inexpensive steroid, was the world's first effective, readily available treatment for COVID-19.

The COVID Moonshot, a non-profit, open-science consortium aiming to discover affordable and easily manufactured antiviral drugs against COVID-19 and future viral pandemics, [has received £8 million in funding](#) from the Wellcome Trust, on behalf of the Covid-19 Therapeutics Accelerator. The University of Oxford, the Oxford BRC and Diamond Light Source, the UK's national synchrotron science facility, have been key players in progressing the COVID Moonshot initiative.

9.2. Other Oxford BRC news

Volunteers in Oxfordshire are taking part in a new study that will trial a [revolutionary new blood test](#) that can detect more than 50 types of cancer before symptoms appear. The aim of the SYMPLIFY study, which is led by the University of Oxford and is open to patients treated at OUH, is to demonstrate how the Galleri test, which uses sequencing technology to check for the earliest signs of cancer in the blood, could be used to increase cancer detection rates and improve diagnostic pathways. The research team, which is supported by the Oxford BRC, aims to recruit around 6,000 patients with early signs and symptoms that may indicate cancer, and has already recruited 500 participants across the Thames Valley.

Oxford University researchers have found that [blood pressure medication is still effective](#) at reducing the risk of a heart attack and stroke in old age, even if blood pressure is in an apparently healthy range. The research by Professor Kazem Rahimi, who is supported by the Oxford BRC and the British Heart Foundation, follows uncertainty about whether blood pressure medication should be given to elderly patients to reduce their cardiovascular risk when their blood pressure is not substantially raised.

A new study has provided the most detailed analysis so far of the prenatal [development of blood and immune cells](#) in the bone marrow. The study is part of the Human Cell Atlas (HCA) initiative to provide comprehensive reference maps of every cell type in the human body. The study includes a team from the MRC Weatherall Institute of Molecular Medicine, whose work is supported by the Oxford BRC. The study, funded by the Wellcome Sanger Institute, pinpoints a specific six-to-seven-week window in the second trimester of pregnancy, during which the full range of blood and immune cells are established in the bone marrow. This information will be valuable for researchers exploring how changes in the blood and immune system can lead to diseases such as cancers.

Researchers are developing an artificial intelligence (AI) [algorithm to diagnose deep vein thrombosis](#) (DVT) more quickly and as effectively as traditional radiologist-interpreted diagnostic scans, potentially cutting down long patient waiting lists and avoiding patients unnecessarily receiving drugs to treat DVT when they don't have it. The study, supported by the Oxford BRC, is the first to show that machine learning algorithms can potentially diagnose DVT, which, if left untreated, can lead to fatal blood clots in the lungs.

Throughout October, the Oxford BRC took part in the NIHR's Your Path in Research campaign, which aims to encouraging healthcare professionals to become more engaged in research. This has included [profiles of OUH nurses, midwives and allied health professionals \(AHPs\)](#) who have got involved in research as a way of improving patient care.

The second edition of the Oxford BRC's [Next Generation Leaders Programme](#) came to a successful close on 6 September with the 25 course participants presenting the healthcare research quality improvement projects that they had been working on. The programme has been commissioned and designed by the BRC to enable early

to mid-career researchers and health professionals to develop key skills in leadership and management capability.

To mark Black History Month, the Oxford BRC sponsored an [online talk](#) on 13 October by health activist, social commentator and cultural historian Patrick Vernon OBE, who discussed inequalities in healthcare and research, seen through the lens of Black British history.

10. Oxford Academic Health Science Network (AHSN) and Oxford Academic Health Partners (OAHP) news

10.1. Oxford Academic Health Science Network (AHSN) news

New health minister Lord Kamall met a host of healthcare innovators on a fact-finding visit to Oxford organised by the Oxford AHSN on 7 October.

Lord Kamall and Matt Whitty, Chief Executive of the NHS Accelerated Access Collaborative (AAC) and Director for Innovation, Research and Life Sciences at NHS England, met Dr Bruno Holthof, OUH Chief Executive Officer, and other key figures from the NHS, industry and research during their visit to the John Radcliffe Hospital.

Dr George Harston, Consultant Physician in Stroke and Acute General Medicine, led a tour of part of the stroke pathway during a briefing on a region-wide initiative to [harness AI technology to support clinical decision-making in stroke care](#).

Another innovation showcased during the visit was the [widespread adoption of a test to rule out pre-eclampsia in pregnancy](#) which began life as a research project in Oxford. A [new report has highlighted the credentials of this initiative](#) which is ensuring more women can safely stay at home during pregnancy.

A new report '[COVID-19 patient safety response](#)' summarises work carried out by England's 15 Patient Safety Collaboratives (PSCs) – part of AHSNs – to support the national response to the pandemic. It focuses on the rollout at pace of two patient self-monitoring pathways – COVID Oximetry @home and COVID virtual wards – which both allow care of vulnerable people to be managed safely at home. The report highlights key learnings and best practice.

The AAC asthma biologics rapid uptake programme, led by the Oxford AHSN through the national [AHSN Network](#), focuses on optimising pathways that help with early identification of people with uncontrolled asthma, appropriate referral of patients needing further specialist input and supporting patients to self-administer their medicine at home. [Resources for clinicians](#) can be downloaded from the Oxford AHSN website.

The [AHSN Network and the National Institute for Health and Care Excellence \(NICE\) have signed a collaboration agreement](#) to further strengthen the use of the best evidence-based healthcare in the NHS.

Oxford AHSN Chief Executive, Professor Gary Ford, who is also a stroke physician at OUH, has written two recent blogs on the importance of harnessing innovation to

support recovery from the pandemic. You can read online both [Gary's blog for Pharmafield magazine](#) and [Gary's blog for the AHSN Network](#).

10.2. Oxford Academic Health Partners (OAHP) news

The Board of the OAHP met on 30 September – key areas for discussion and action included:

- The Board was pleased to receive news that both the Oxford BRC and the Oxford Health BRC have been invited to proceed to Stage 2 of the BRC renewal competition – the Board of the OAHP will continue to work with both BRC Directors and their teams to support these applications
- The Board welcomed and approved the development of an Award Scheme funded by the OAHP and aimed at mid-career research staff from all healthcare professions which is due to be launched in early 2022, with an awards event to celebrate successes later in the year – there will be a particular focus on the encouragement and development of research opportunities for nurses, midwives and allied health professionals (AHPs)
- Clinical research training, and in particular the development of a career pathway for nurses, midwives and AHPs across the partnership, is an active area currently and the Board is grateful to Prof Robert Gilbert for his contributions to this on behalf of the University of Oxford
- The Director and Chief Operating Officer of the OAHP attend the regular meeting of the eight Academic Health Science Centres (AHSCs) across England and also attended their first virtual meeting of the Association of Academic Health Science Centres organised from the US

Regular updates about the OAHP are available at www.oxfordahsc.org.uk.