

## Cover Sheet

Public Trust Board Meeting: Wednesday 10 May 2023

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**Title:** Chief Executive Officer's Report

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**Board Lead:** Chief Executive Officer

**Author:** Matt Akid, Director of Communications & Engagement

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## Executive Summary

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## Chief Executive Officer's Report

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### 1. Trust Board news

- 1.1. I would like to welcome Paula Gardner to her first public Trust Board meeting.
- 1.2. [Paula joined OUH as our Interim Chief Nursing Officer on 3 April](#) after Sam Foster left to take up a new role with the Nursing and Midwifery Council (NMC).
- 1.3. Paula is providing leadership for nursing and midwifery while a substantive Chief Nursing Officer is recruited. She has 40 years' experience of working in acute hospitals in the NHS, most recently as Chief Nurse of Worcestershire Acute Hospitals NHS Trust.

### 2. Industrial action update

- 2.1. Since the last Trust Board meeting on 8 March, OUH has been impacted by two periods of industrial action by junior doctor members of the British Medical Association (BMA) – from 13-16 March and from 11-15 April – and more recently industrial action by Royal College of Nursing members over the early May Bank Holiday weekend.
- 2.2. Our two priorities have been maintaining patient safety at all times and ensuring staff wellbeing.
- 2.3. We recognise and respect the right of staff to take part in lawful industrial action. We have worked closely with staff and unions to ensure that patient safety is paramount at all times, while supporting our people to take industrial action if they choose to do so.
- 2.4. Patients affected by the unavoidable rescheduling of routine and non-urgent appointments and procedures during periods of industrial action have been contacted in advance and we aim to reschedule these as soon as possible.
- 2.5. Thank you to all staff for continuing to treat each other with civility, respect and kindness during these challenging times.
- 2.6. We recognise that all staff, whether or not they have taken part in industrial action, will have experienced the effects of it on themselves, their teams and patients and we will continue to ensure everyone is aware of the wellbeing support which is available to our people.

### **3. *Building a Greener OUH* – Public Sector Decarbonisation Scheme funding**

- 3.1.** Our Green Plan – *Building a Greener OUH* – was formally launched to staff and external stakeholders in January 2022 as an ambitious strategy for the future.
- 3.2.** Now an estimated 5,000 tonnes of carbon will be saved every year as part of a national decarbonisation and energy efficiency project that will considerably reduce our carbon footprint.
- 3.3.** The improvements at the John Radcliffe Hospital in Oxford and Horton General Hospital in Banbury form part of a £37.3m programme.
- 3.4.** As part of the [Public Sector Decarbonisation Scheme](#), a total of £24.1m has been allocated to the John Radcliffe and £5.7m allotted for the Horton General. OUH will pay £7.5m towards the wider scheme, taking the total expenditure to £37.3m over a three-year period.
- 3.5.** The two hospitals will be 'de-steamed', with the existing steam network to be decommissioned and replaced with new, cleaner, and more efficient pipework.
- 3.6.** The pipework will be heated by substituting gas boilers with low carbon electric heat pumps and additional energy efficiency measures.
- 3.7.** Solar panels, double glazing, and draught proofing will also be installed to improve energy efficiency.
- 3.8.** This project will significantly help us work towards the national target for a net zero NHS carbon footprint by 2040. It is a great example of the level of ambition and investment which we require and I would like to thank all staff who worked on the successful bids for Government funding.

### **4. Our Clinical Strategy for the next five years launched**

- 4.1.** The new OUH Clinical Strategy 2023-28 has been published and shared with our staff and stakeholders following its approval at the Trust Board meeting on 8 March.
- 4.2.** Our Clinical Strategy is a blueprint for our clinical services, our hospital sites, and the role which we at OUH will play as organisation in the health and care system over the next five years.
- 4.3.** It is built on a high level of clinical engagement across the Trust, with more than 700 strategic ideas and opportunities submitted from all Clinical Directorates.

**4.4.** We are now turning this strategy into a programme of implementation, working across our teams and with our partners to turn our ambitions into reality.

**4.5.** [The OUH Clinical Strategy 2023-28 is available on our website.](#)

## **5. Celebrating the first anniversary of our pioneering end of life care project**

**5.1.** In April 2022, we launched a project to enhance the quality of care for patients with life-limiting conditions in Oxfordshire and South Northamptonshire.

**5.2.** Oxfordshire Rapid Intervention for Palliative and End of Life Care (RIPEL) – a partnership between OUH, Sobell House Hospice Charity, Social Finance, and Macmillan Cancer Support – enables more people to receive personalised care, including being cared for in their own homes at the end of their life, if that is their preference.

**5.3.** To date, the service has cared for 645 people – saving more than 6,500 non-elective hospital bed days and enabling our patients to spend this precious time at home and not in hospital.

**5.4.** [During Experience of Care Week in April we shared some of the positive feedback which the RIPEL project and its services have received over the past 12 months via our social media channels.](#)

**5.5.** Congratulations to everyone involved in this significant and impressive achievement and thank you to our partners for supporting us.

## **6. National recognition for transplant team**

**6.1.** An innovative partnership between OUH and University Hospitals Coventry & Warwickshire (UHCW) was recognised at a national awards ceremony in March.

**6.2.** The Coventry-Oxford Network for Transplantation (COxNeT) jointly won the ‘Excellence in Delivering Patient Care’ category at the NHS Blood and Transplant (NHSBT) and British Transplantation Society (BTS) UK Awards for Excellence in Organ and Tissue Donation and Transplantation.

**6.3.** COxNeT is a research, training and clinical service programme which enables patient from both trusts to receive kidney transplants at the other when resources mean that surgery cannot be undertaken at their local trust.

- 6.4. Over the past five years, the COxNeT partnership has allowed more than 150 patients to have a life-changing kidney transplant which they might otherwise have missed out on.
- 6.5. This partnership has made a real difference to patients' lives and its success means a lot to me personally having worked at UHCW before coming to Oxford as first Chief Medical Officer and now Chief Executive Officer.

## 7. Free sanitary products now provided for staff

- 7.1. [Free sanitary products are now available to all staff working at OUH](#). As part of our commitment as a Trust Board to doing everything we can to support our people with the Cost of Living, and working collaboratively with our Women's Network, free sanitary product dispensers are now fitted in staff toilets across all hospital sites in Oxford and Banbury.
- 7.2. In my International Women's Day message to all OUH staff on 8 March, I said: "This is a small but significant step to addressing women's health in the workplace. I understand that it is easy to talk about these subjects, and something else entirely to put actions in place. I am thankful to the teams that have made this happen."
- 7.3. As Executive Director sponsor of the Women's Network, I was pleased to not only personally support this welcome development but also chair a session at the International Women's Day event which the Network organised.
- 7.4. I would like to thank everyone involved in this important work.

## 8. Congratulations to our award-winning teams

- 8.1. More than **1,800 OUH staff (teams and individuals), volunteers and fundraisers** were nominated for our annual [Staff Recognition Awards](#) which will culminate in an awards evening at Oxford Town Hall on Thursday 6 July when we celebrate all that is best about our OneTeamOneOUH. Thank you to Oxford Hospitals Charity whose support makes the Awards possible.
- 8.2. **Sonia Apankar**, who works in Oxford Critical Care at the John Radcliffe Hospital in Oxford, has received an [NHS England Chief Nursing Officer Healthcare Support Worker Award](#).
- 8.3. [The British Society of Interventional Radiology \(BSIR\) has awarded its Gold Medal for 2023](#) to **Dr Raman Uberoi** for his outstanding contribution to the work of both the Society and interventional radiology.
- 8.4. Our **Communications & Oxford Medical Illustration (OMI) teams** are shortlisted in the 'Low Budget Campaign' category of the [Chartered Institute of Public Relations \(CIPR\) Excellence Awards](#) for the *No Excuses* campaign

which reminds patients and visitors that we do not tolerate violent or abusive behaviour towards our staff – winners will be announced on 28 June.

**8.5.** OUH is shortlisted in the ‘Best Financial Wellbeing Strategy’ category of the [Employee Benefits Awards 2023](#) for the Salary Finance initiative – winners will be announced on 23 June.

**8.6.** OUH apprentices **Cameron Bastable** (Healthcare Support Worker) and **Jessica Aguirre** (Trainee Claims and Inquests Officer) are shortlisted for the [Oxfordshire Apprenticeship Awards](#) which will be held on 18 May.

**8.7.** Our new Oxford Critical Care building, which opened in 2022 on the John Radcliffe Hospital site, is shortlisted in the ‘Project of the Year’ category of the [Health Estates and Facilities Management Association \(HEFMA\) Awards](#) – winners will be announced on 25 May.

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

Thousands of people with weakened immune systems, including patients at OUH, have the chance to take part in a [landmark new study](#) investigating which people are still at the greatest risk of COVID-19 infection after vaccination. Oxford is one of four main centres for the study. Researchers hope the two-year, NIHR-funded STRAVINSKY study will inform future guidance for immunocompromised patients and clinicians.

Researchers and clinicians in Oxford have begun an evaluation of artificial intelligence (AI) software that could [help pathologists diagnose prostate cancer](#). Testing of the technology in a busy clinical setting, now underway at OUH, is a key milestone in the University of Oxford-led ARTICULATE PRO study. The two-year project aims to help pathologists detect, grade and measure tumours in prostate biopsies as part of their routine work.

Researchers from the Universities of Oxford and Nottingham have developed a new tool that can identify the people most at risk of developing lung cancer over the next 10 years, and put them forward for screening tests earlier, saving time, money and lives. [The ‘CanPredict’ tool](#) was developed using the anonymised health records of over 19 million adults from across the UK, including the QResearch Database, developed with support from the Oxford BRC.

A study led by Oxford researchers has found that the drug vedolizumab can induce remission in patients who have [chronic pouchitis](#) – inflammation of the ileo-anal pouch constructed after the colon is removed following surgery for ulcerative colitis. Vedolizumab has become the first treatment in Europe licensed for pouchitis that does not respond to antibiotics.

Professor Helen Walthall (OUH Director of Nursing and Midwifery Research and Innovation) has been appointed as a [Senior Research Leader](#) on the NIHR Nursing and Midwifery Programme, aimed at embedding a culture of research amongst nurses and midwives. She will spend the equivalent of two days a week working



nationally while continuing her OUH role – and her role as Nursing, Midwifery and Allied Health Professionals Research Capacity Lead for the Oxford BRC.

The Oxford BRC's Theme Lead for Cardiovascular Medicine, Professor Barbara Casadei, has been named an [NIHR Senior Investigator](#) in recognition of her outstanding leadership in research. Three other Oxford BRC researchers – Professor Matt Costa (musculoskeletal), Professor Richard McManus (primary care) and Professor Helen McShane (vaccines and BRC Director) – were reappointed to this prestigious position.

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

### **10.1. Oxford Academic Health Science Network (AHSN) news**

The AHSN Network, in partnership with the NHS Accelerated Access Collaborative (AAC) and NICE, has published a clinically approved pathway to support secondary care clinicians to optimise lipid management following an acute cardiovascular event. [More information is available on the AHSN Network website.](#)

Almost 100 maternity and neonatal staff got together in person for the first time in three years at a regional shared learning event organised by the Oxford AHSN Patient Safety Collaborative in March. There was a strong contingent from OUH, both attending and presenting. The wide-ranging programme highlighted improvements in the care of pregnant women and their babies achieved through system-wide collaboration informed by parents and families. [Details of the event are available on the Oxford AHSN website.](#)

The Oxford AHSN co-ordinated an NHS England visit in March to highlight progress being made at both OUH and the Royal Berkshire Hospital in Reading in harnessing digital innovations to improve assessment processes for patients before surgery.

[The latest quarterly report from the Oxford AHSN, which covers the last three months of 2022, is now available online.](#) It highlights how the AHSN is working with NHS partners to develop new care pathways, support adoption of innovations to improve health outcomes and reduce health inequalities.

Professor Gary Ford, Chief Executive of the Oxford AHSN and a consultant stroke physician at OUH, wrote a blog highlighting the achievements of AHSNs on the 10<sup>th</sup> anniversary of their creation by NHS England. [The blog is available to read on the Oxford AHSN website.](#)

### **10.2. Oxford Academic Health Partners (OAHP) news**

The Board of the OAHP met on 24 April, focusing on the outcomes from the November 2022 Away Day, subsequent discussions, and agreed key priority areas for action.

Plans are in place and meetings underway between OAHP and the Senior Teams from each partner organisation. A very positive meeting was held with the OUH Executive team in April, with colleagues from Oxford Brookes University in February, and a meeting is planned to take place with the Oxford Health Executive team shortly.

The Board noted that the bulk of the funds supporting the Research Development Award launched in June 2022 had now been allocated to healthcare staff, with a particular focus on nurses, midwives and allied health professionals across the OAHP's partner organisations.

A full report on the impact of the Research Development Fund will be brought together at the conclusion of the various activities that have been funded, including Masters courses, Postgraduate courses, Doctorates and a variety of online courses and conferences to support the development of clinical academics.