

Cover Sheet

Trust Board Meeting in Public: Wednesday 14 May 2025

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Title: Chief Executive Officer's Report

Status: For Information

History: The content of this report has largely been discussed in other forums, including Board committees, but has been amalgamated for the first time in this report

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Confidential: No

Key Purpose: Performance

Chief Executive Officer's Report

1. Purpose

- 1.1. This report outlines the main developments since the last public Board meeting on 12 March, under our four strategic pillars: People, Performance, Patient Care, and Partnerships.

2. People

Trust Board and Council of Governors news

- 2.1. [Professor Meghana Pandit, our Chief Executive Officer, has been appointed as Co-National Medical Director – Secondary Care in the NHS Transformation Executive Team which will lead NHS England's transition into the Department of Health and Social Care.](#) She commenced her 18-month secondment with effect from 1 April.
- 2.2. Trust Chair, Professor Sir Jonathan Montgomery thanked Meghana for everything she has done since she joined OUH, initially as Chief Medical Officer from January 2019 before her appointment as Chief Executive Officer from July 2022.
- 2.3. I am honoured to have been appointed as the Trust's Acting Chief Executive Officer with effect from 1 April.
- 2.4. [The results of our Council of Governors election were published on 17 March](#) and new governors' terms of office started on 1 April.
- 2.5. I would like to thank all those governors who stood down at the end of March for their service and welcome our newly elected governors and those governors who have been re-elected for a new period of office.

Staff Recognition Awards finalists announced

- 2.6. More than 1,500 nominations were received during the annual Staff Recognition Awards nominations window in January and February.
- 2.7. [Congratulations to all this year's Staff Recognition Awards finalists who were announced on 24 April](#) – the winners will be revealed at the awards event at Oxford Town Hall on Friday 6 June.
- 2.8. Thank you to Oxford Hospitals Charity whose generous support makes the Staff Recognition Awards possible.
- 2.9. Our third [Quarterly Recognition Event](#) will be held on 30 May at the John Radcliffe Hospital in Oxford. Among the invitees will be staff nominated for a Monthly Recognition Award, teams and individuals singled out via our

Reporting Excellence programme, and colleagues whose long service is being recognised.

NHS Staff Survey results published

- 2.10. The results of the NHS Staff Survey 2024 were published nationally on Thursday 13 March on the [NHS Staff Survey website](#) – our results are available via the 'View Local Results' link.
- 2.11. In total, 7,212 OUH staff had their say and made their voice heard by completing the annual survey between September and November 2024.
- 2.12. Our overall Staff Survey results were better than the national average for acute and acute and community trusts in relation to the seven [NHS People Promise](#) elements and the theme of Staff Engagement, while we were slightly below average for the theme of Morale.
- 2.13. Reports on local results have been provided to our divisional and directorate teams and meetings will be held to engage and involve colleagues in understanding their local Staff Survey results so that they can co-create and implement improvement plans together.
- 2.14. The Trust Board will have an opportunity to discuss our NHS Staff Survey results in detail at today's Board meeting.

***No Excuses for Sexual Harassment* campaign launched**

- 2.15. Our *No Excuses for Sexual Harassment* campaign was launched on 17 March, which signals our intention to tackle this serious issue in the workplace. It will educate staff on what constitutes sexual harassment, with this first phase having a particular emphasis on 'banter' and other behaviours that can have a negative and serious impact on colleagues.
- 2.16. Training on identifying sexual misconduct in the workplace is now available for all OUH staff, as well as a toolkit for recognising and reporting sexual misconduct, taking action when misconduct is reported, and supporting colleagues who experience these unacceptable behaviours.
- 2.17. [More details of the campaign are available on our website.](#)

Our award-winning colleagues

- 2.18. [Our Maternity senior management team won the Improving Safety on the Frontline by Investing in the Workforce Award at the UK MUM \(Maternity Unit Marvels\) Awards](#) on 13 March.
- 2.19. The award judges said: "[OUH] has clearly made a serious commitment to supporting its staff. It is easy to underestimate the profound nature of working in Maternity and this Trust, in putting in psychiatric support, has demonstrated its insight and dedication to patient safety in supporting all its staff in their wellbeing and mental health in a really commendable way."

- 2.20. Well done to our partners Social Finance who were shortlisted in the 'Best Not for Profit Working in Partnership with the NHS' category of the *Health Service Journal* (HSJ) Partnership Awards 2025 on 20 March – this was in recognition for their work with us on the [Oxfordshire Rapid Intervention for Palliative and End of Life Care \(RIPEL\) project](#).
- 2.21. [Colleagues from the Nuffield Orthopaedic Centre \(NOC\) are shortlisted for the National Orthopaedic Alliance's Excellence in Orthopaedics Awards on 15 May](#). They are finalists in the 'Innovation in Orthopaedics' category for the Children's Ultrasound-Guided Biopsy One-stop Service, in the 'Partnerships and Integration Initiative' category for the Paediatric Skeletal Dysplasia MDT Service, and in the same category for their joint work with Buckinghamshire Healthcare NHS Trust in advancing children's orthopaedic care in the Thames Valley.
- 2.22. OUH is shortlisted in the 'Best Voluntary Benefits' category and Adam Kirton (Assistant Director of Workforce – Pay, Policy and Reward) is shortlisted in the 'Benefits Professional of the Year' category of the [Employee Benefits Awards](#) – winners will be announced on 27 June.

3. Performance

- 3.1. A comprehensive Integrated Performance Report (IPR) is included in the Board papers for this meeting. The IPR sets out how we are performing against the plans we have agreed with NHS England and against national standards more broadly.

Finance

- 3.2. At the end of March (Month 12), Income and Expenditure was a deficit of £6.8m which was £6.5m worse than plan but in line with the reforecast deficit, of £9.3m, adjusted by a further £2.5m for additional income received.
- 3.3. Cash at the end of March was £12.5m, which was higher than the previous month. The forecast indicates the cash position into Quarter 1 2025/26 is at risk; actions to address this are being undertaken.
- 3.4. The Trust delivered the year end position through significant one-off benefits. The underlying deficit was £76.95m for the year.

Operational Performance

- 3.5. In September 2024, it was nationally agreed that the deadline for treating all patients waiting longer than 65 weeks for their treatment would be moved to the end of March 2025. The Trust is behind plan with this and is working very closely with BOB ICB and acute providers, including through a 'mutual aid' scheme, so that patients are treated as soon as possible.

Elective

- 3.6. The Trust remained in Tier 1 for elective recovery in March. The prioritisation of the recovery of elective activity has continued into 2025/26. The Trust continues to conduct efficiency reviews and actions are reviewed via weekly meetings, the Elective Delivery Group and Divisional Performance Review Meetings. All teams are committing to reducing our longest waiting patients, alongside those in clinical urgency categories, and have made significant progress in the last few months.

Urgent and Emergency Care

- 3.7. The Emergency Department's four-hour performance for all types was 68.4% in March (below target of 78%). The Trust continues to see increasing demand in its Emergency Departments at both the John Radcliffe Hospital in Oxford and the Horton General Hospital in Banbury. A system response to prepare for Easter was put in place. April performance has significantly improved, although we recognise there is more work to be done to support all our patients.

Cancer

- 3.8. The Trust continues to meet the 28-day Faster Diagnosis Standard for Cancer. Performance against the 62-day standard and 31-day standard are below target with plans in place to address this.

4. Patient Care**First patient treated with UK plasma at OUH**

- 4.1. The first NHS patients in a generation have started to receive life-saving plasma from the blood of UK donors, thanks to a partnership between NHS Blood and Transplant (NHSBT) and NHS England.
- 4.2. Dr Siraj Misbah, Consultant Immunologist at OUH and National Clinical Director for NHS England's Blood and Infection Programme of Care, said: "The launch of immunoglobulin made exclusively from British plasma donors is a momentous day for the NHS and for thousands of patients with immune deficiencies and autoimmune disease who rely on immunoglobulin."
- 4.3. You can read more about this story on the [OUH website](#) and on the [GOV.UK website](#).

First UK birth following womb transplant

- 4.4. [For the first time in the UK, a woman has given birth following a womb transplant](#). New mother Grace and father Angus named their baby Amy

Isabel after Grace's sister Amy, who donated her womb, and OUH transplant surgeon Isabel Quiroga.

- 4.5. This milestone follows more than 25 years of pioneering research and innovation by a collaborative team of UK experts led by Professor Richard Smith, a consultant gynaecological surgeon at Imperial College Healthcare NHS Trust, and also for over a decade by Miss Quiroga, a consultant transplant and endocrine surgeon at OUH.
- 4.6. In early 2023 Grace was the [first woman to receive a womb transplant in the UK](#), after her sister Amy donated her own womb as part of the Womb Transplant UK living donor programme.
- 4.7. The programme is funded by the charity Womb Transplant UK and is led by specialists from OUH, Imperial College Healthcare NHS Trust, and the Lister Hospital, which is part of HCA Healthcare UK.

New NOC X-ray rooms unveiled

- 4.8. Patients can now be X-rayed more quickly and accurately in the [newly renovated digital X-ray rooms](#) at the Nuffield Orthopaedic Centre (NOC).
- 4.9. The £3.2 million project has brought new digital X-ray machines, offering quicker examinations, lower radiation exposure, and improved image quality. There is a room for children with jungle scene artwork and another room that has a Radcliffe Camera view.
- 4.10. This upgrade not only enhances patient care but also provides a better working environment for staff. It should also help reduce patient waiting times.

Baby 'born twice' after pioneering surgery

- 4.11. Lucy Isaac was 12 weeks pregnant when she was diagnosed with ovarian cancer following a routine ultrasound scan.
- 4.12. Thanks to a life-changing surgical procedure at the John Radcliffe Hospital, baby Rafferty was born safely in January 2025 – but it wasn't the first time he was 'born'.
- 4.13. In October 2024, a surgical team at OUH lifted Lucy's womb out of her pelvis – complete with baby Rafferty inside – in order to remove her ovarian tumour. [Read the full amazing story on the OUH website.](#)

5. Partnerships

New network for rare immune condition

- 5.1. A new NHS network involving clinicians from OUH, Cambridge University Hospitals, Newcastle upon Tyne Hospitals, and Royal Papworth Hospital.

and aimed at sharing knowledge about a rare condition affecting the immune system has been created.

- 5.2. This NHS rare disease collaborative network (RDCN) will play a key role in advancing diagnosis and treatment for mendelian susceptibility to mycobacterial disease (MSMD), a rare disease that affects the immune system, increasing risk of severe infections in different parts of the body. An estimated 150,000 people in the world have MSMD, but many are currently undiagnosed. [Read more on the OUH website.](#)

Joint Oxford BRC and Oxford Health BRC Health Research Showcase

- 5.3. Our Oxford Biomedical Research Centre (BRC) colleagues are teaming up with Oxford Health BRC to showcase the exciting medical innovation that is taking place in Oxfordshire.
- 5.4. They will be hosting a Health Research Showcase event at the Westgate Centre in Oxford on Thursday 29 May from 10am to 3.30pm.
- 5.5. Members of the public will be able to find out about groundbreaking research that is driving change for NHS patients, learn more about new diagnostics and treatments, and discover how to participate in our research. [Full details are available on the Oxford BRC website.](#)

OUH staff, families and supporters come together at OX5 Run

- 5.6. Hundreds of people, including OUH staff, families of young patients past and present, staff from local businesses who support us, and others from the communities which we serve, took part in the OX5 Run in support of Oxford Children's Hospital on 23 March at Blenheim Palace.
- 5.7. The annual fundraising event, which is organised by Oxford Hospitals Charity, raises important extras for children's services across OUH, such as play areas, sensory equipment to calm and distract young patients, and specialist medical technology for complex surgery. [Read more about the OX5 Run on the Oxford Hospitals Charity website.](#)

Oxford Biomedical Research (BRC) News

- 5.8. The RECOVERY Trial team, who led the world in identifying treatments for people hospitalised with severe COVID-19 during the pandemic, have [won a National Institute of Health and Care Research \(NIHR\) Impact Prize](#), a new award for NIHR-supported research. The trial, which has just recruited its 50,000th participant, was rapidly set up with support from the Oxford BRC in March 2020. One of the four effective treatments it identified, dexamethasone, was estimated to have saved a million lives worldwide by March 2021.

- 5.9. An international consortium of respiratory scientists has highlighted the key [role inflammation plays in asthma](#) and offered a new approach to predict and prevent these attacks. The study by the ORACLE2 consortium, which has received support from the NIHR Oxford BRC, found that among the key factors associated with asthma attacks were high levels of certain biomarkers – specifically blood eosinophils and fractional exhaled nitric oxide. The ORACLE2 team propose that these markers should be used in clinical settings to better predict and manage asthma attacks.
- 5.10. A team led by the Oxford BRC's Director, Professor Helen McShane, has begun a new clinical trial to test tuberculosis (TB) vaccine safety and the host immune response in a [first-in-human aerosol mycobacterial challenge](#) infection model. The trial team hope to obtain important information to inform the development of inhaled vaccines, which could be a more effective way of protecting against many respiratory illnesses.
- 5.11. Using cerebral embolic protection (CEP) devices during transcatheter aortic valve implantation (TAVI) procedures [does not reduce a patient's risk of experiencing a stroke](#), according to a large UK clinical trial led by University of Oxford and OUH researchers and supported by the Oxford BRC. The four-year trial recruited a third of all TAVI patients in the UK. Further research is needed on whether CEP might benefit patients at highest risk of stroke.
- 5.12. A landmark study involving Oxford researchers has identified [69 previously unidentified genetic determinants of rare disease](#), including uncommon forms of epilepsy and schizophrenia. The multi-centre research, which was supported by the Oxford BRC, used a new analytical approach for identifying the genetic basis of rare diseases, which could diagnose more cases and help develop new treatments for patients.
- 5.13. A new home test to diagnose Type 1 diabetes (T1D) is being investigated in a UK study led by Oxford BRC researchers. The study will invite 90 children and young people across two groups to assess the test and determine [whether at-home T1D testing could be used routinely](#) across the NHS. The study will assess the GTT@home test, developed by British company Digostics, for use with children. This Oral Glucose Tolerance Test, which uses finger-prick blood samples to measure how well the body processes glucose, has been shown to be as accurate as hospital-based tests when used with adults.
- 5.14. A study has shed light on the [incidence and survival rates of colorectal cancer](#) in the UK, offering healthcare decision-makers crucial insights for planning, management and screening for the disease. The study, supported by the Oxford BRC, found that, while incidence rates had fallen

by 3.3% per year among adults aged 50 and older, they had increased by 2% per year among those under 50.

- 5.15. On 8 April, the Oxford BRC held its latest public talk. Radcliffe Department of Medicine Clinical Research Fellow Kenneth Chan discussed a device, developed with Oxford BRC support, which can predict heart attacks several years before they happen. The CaRi-Heart device, now successfully trialled in NHS hospitals, combines a routine CT scan with artificial intelligence to detect the biological processes – invisible to the human eye – that precede the narrowing of the arteries and cause heart attacks. [Watch the video of the talk.](#)
- 5.16. Six OUH staff have taken their first steps on the clinical academic pathway after presenting the results of their five-month [Oxford BRC internship](#) research projects. The internships are aimed at nurses, midwives, allied health professionals, healthcare scientists, pharmacists and clinical psychologists who have little or no research experience. The BRC award covers salary costs which gives the interns protected time for research.

Health Innovation Oxford and Thames Valley news

- 5.17. Health Innovation Oxford and Thames Valley (HIOTV) is hosting a series of clinically focused webinars in May and June – the focus is on tackling key challenges in prostate cancer care. Each session will showcase emerging technologies and practical solutions to improve outcomes and services. The first webinar on 14 May is chaired by Dr Nick Broughton, Chief Executive of Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB), in his role as interim Chief Executive of the Thames Valley Cancer Alliance. The webinars are sponsored by Bayer PLC.
- 5.18. [HIOTV's latest quarterly report covering the period October-December 2024 is now available to read online.](#)
- 5.19. Experts from HIOTV will be contributing to discussions at The Fix, a new event at the Harwell Campus in September bringing together healthcare innovators, technology experts, entrepreneurs and policymakers. [Read more on the HIOTV website.](#)

Oxford Academic Health Partners news

- 5.20. An approach to a request from the National Institute of Healthcare Research (NIHR) for an Annual Report of the Oxford Academic Health Partners (OAHP) for 2024/25 has been agreed and impact studies are now being drawn together to be submitted.
- 5.21. These impact studies will include an update on pandemic preparedness and the work being done by the OAHP to develop and support NMAHPPs

(nurses, midwives, allied health professionals, healthcare scientists, pharmacists, and clinical psychologists).

- 5.22. The [Celebrating NMAHPPS in Research Conference 2025](#), sponsored by the OAHP, will be held on 2 July and will draw very strongly on the active work in this area being done by OUH and its partners, particularly Oxford Health NHS Foundation Trust and Oxford Brookes University. The conference is open to all NMAHPPs who are employed by one of the OAHP partner organisations.
- 5.23. The June meeting of the OAHP Board will include an update on the Oxford and Thames Valley Applied Research Collaboration (ARC 2) application from the Co-Directors. The ARC is hosted by Oxford Health NHS Foundation Trust.

Recommendations

- 5.24. The Trust Board is asked to
- Note the report.