

## Cover Sheet

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

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**Board Lead:** Chief Executive Officer

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**Executive Summary**

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## Chief Executive Officer's Report

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### 1. Thank you to our OneTeamOneOUH staff

- 1.1. I would like to personally thank all staff who worked over the festive period in our hospitals to ensure that our patients continued to receive the best possible care.
- 1.2. The Christmas and New Year period is always a challenging time for the NHS here in Oxfordshire – and indeed nationally – and this was exacerbated by the snow which affected our region during the first weekend of 2025. I would like to thank all staff for keeping our patients safe.
- 1.3. We worked closely with colleagues across the Oxfordshire health and care system – and the wider Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) – to improve patient flow by ensuring timely discharges for those patients who were medically fit to leave hospital before Christmas.
- 1.4. We will continue to work in partnership on initiatives including [Oxfordshire's Transfer of Care hub](#) so that patients who no longer need to be in hospital can return back home as soon as they are well enough to do so.
- 1.5. The hub is made up of staff from OUH, Oxfordshire County Council, and community services, who all work together to get people home quickly and safely from hospital, with the right support in place.
- 1.6. Since the hub was set up in January 2023, the number of people in hospital beds waiting to go home or into community care has reduced to less than 90 a day, from a peak of 135 in 2022.
- 1.7. The average length of time people wait to leave hospital has also decreased from 10 days in September 2022 to six days in September 2024.
- 1.8. The hub enables our multi-disciplinary teams to find the best discharge options for patients who are medically fit to leave hospital by working with other teams across the NHS, social care, housing and voluntary services.

### 2. Council of Governors elections

- 2.1. Our Council of Governors elections will open for nominations on 16 January. Elections are being held for not only staff governors but also public governors in most constituencies including Berkshire, Buckinghamshire and Oxfordshire.

- 2.2. Governors play a key role in representing the views of our Foundation Trust members including patients, members of the public, and staff.
- 2.3. They ensure that the Trust's services meet the needs of the communities we serve.
- 2.4. [If you are interested in standing for election, further information is available on our website.](#)

### 3. OUH joins Generation Study to test for rare genetic conditions

- 3.1. Newborn babies in Oxford are being tested for more than 200 rare genetic conditions as part of a national study.
- 3.2. OUH is one of around 30 NHS trusts [taking part in the Generation Study](#), a research programme being delivered by Genomics England and the NHS with the aim of recruiting 100,000 newborn babies, whose genomes will be sequenced after birth, with their parents' consent.
- 3.3. The sequencing identifies serious treatable, rare conditions shortly after a baby is born rather than when symptoms might appear later in childhood, so that families can access the right support, monitoring and treatment much earlier.
- 3.4. It does not replace newborn blood spot screening – the so-called heel prick test – which is offered to all newborns in the UK.
- 3.5. Early intervention can also help to prevent longer term health problems, keeping children out of hospital and helping them to live healthier lives.

### 4. Maternity 'good news' stories

- 4.1. [A dedicated Bereavement Room for families following the sad loss of a baby is now open on the Delivery Suite in the Women's Centre at the John Radcliffe Hospital in Oxford.](#)
- 4.2. The room is a dedicated, private, and comfortable space to support families during an unimaginably difficult time. It is in addition to the [Maternity team's existing bereavement support services.](#)
- 4.3. A new Birthing Pool in the Midwifery-led Unit (MLU) at the Horton General Hospital in Banbury is now in place and will be available for use soon, when essential safety checks have been completed.
- 4.4. [Pregnant women struggling to afford a mobile phone contract can now access a free SIM card with mobile data](#) through a partnership between our Maternity Services and digital inclusion charity [Good Things Foundation](#).
- 4.5. More than 20 SIM cards providing mobile data, texts, and calls have been given to individuals accessing the Trust's Maternity Services who would

otherwise be unable to afford to get online and view their digital medical records.

**4.6.** [Maternity Support Workers Emma Dunn and Sasha Summers have both received the NHS England Chief Midwifery Officer Award.](#)

**4.7.** This national award scheme recognises the significant contributions of midwives and maternity support workers.

## **5. Surgical Hub at the NOC earns accreditation**

**5.1.** [The Surgical Hub at the Nuffield Orthopaedic Centre \(NOC\) in Oxford has been accredited as an elective surgical hub](#) for delivering high standards in clinical and operational practice.

**5.2.** The national accreditation scheme, run by NHS England's Getting It Right First Time (GIRFT) programme in collaboration with the Royal College of Surgeons, assesses hubs against a framework of standards.

**5.3.** Accreditation aims to help hubs deliver faster access to some of the most common surgical procedures, such as eye cataract surgery and hip replacement, while also assuring patients about the high standards of clinical care provided by the NHS.

## **6. No Excuses for bullying and harassment at OUH**

**6.1.** In late October 2024, at the end of Speak Up Month, [Chief Officers publicised our plans to tackle bullying and harassment among staff.](#)

**6.2.** As Terry Roberts, our Chief People Officer, said: "Eradicating bullying and harassment at OUH is an absolute priority for us. Our People Plan states that 'together we make OUH a great place to work where we all feel we belong'. Bullying and harassment has no place in this.

**6.3.** "Everyone in our organisation has the right to work in a safe, respectful culture, free of abuse, harassment, bullying, or other inappropriate behaviour."

**6.4.** The Trust has put measures in place to support staff, including a 'Respectful Resolution' programme to enable earlier and more informal resolution to situations where people are experiencing bullying or disrespectful behaviour, rather than immediately initiating more formal procedures.

**6.5.** In addition, a new anonymous reporting platform for staff – which builds on our existing Freedom to Speak Up service – was launched at the end of November 2024. More than 500 staff registered for the platform in the two weeks post-launch.

6.6. We know that there is much more work to be done and the second phase of our No Excuses for Bullying and Harassment campaign, which is due to be launched in February 2025, will focus specifically on sexual harassment.

## 7. Staff recognition update

- 7.1. Our refreshed staff recognition programme, which was launched in January 2024, was shortlisted for a national award in December 2024.
- 7.2. The Trust's internal communications campaign in support of our new holistic approach to staff recognition, which includes instant, monthly and annual awards, was shortlisted for 'Best internal communications' at the [UnAwards](#).
- 7.3. More than 10,000 individual acts of staff recognition have been carried out since our new staff recognition programme was launched a year ago.
- 7.4. Our first [Quarterly Recognition Event](#) was held in November 2024 and the nominations window for our [annual Staff Recognition Awards](#) opened on 13 January 2025.

## 8. OUH colleagues shortlisted for national awards

- 8.1. **Deepak Vincent**, a Healthcare Support Worker in Neurosciences, has received an [NHS England Chief Nursing Officer Award](#) after being nominated by colleagues for his 'bright, caring and positive attitude to his work'.
- 8.2. **Steph Taylor**, a Clinical Specialist Physiotherapist in Haemophilia and Allied Bleeding Disorders, won the Physiotherapist of the Year Award at the [Haemophilia Society's Recognition Awards](#) on 16 November.
- 8.3. **Ariel Lanada**, a Divisional Lead for Practice Development and Education, was shortlisted in the Overseas Nurse of the Year and Practice Educator of the Year categories at the [Nursing Times Workforce Awards](#) on 28 November.
- 8.4. **Sneha Sunny**, one of our staff governors, won the Unsung Hero Award at the [British Indian Nurses Association Awards](#) on 29 November.
- 8.5. Our **Finance Team** was shortlisted in the Finance Team of the Year category at the [Healthcare Financial Management Association \(HFMA\) Awards](#) on 5 December.
- 8.6. Our partners **Social Finance** are shortlisted in the Best Not for Profit Working in Partnership with the NHS category of the *Health Service Journal* (HSJ) Partnership Awards 2025 for their work with us on the [Oxfordshire Rapid Intervention for Palliative and End of Life Care \(RIPEL\) project](#). Winners will be announced on 20 March.

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

[Researchers in Oxford and at King's College London \(KCL\) have developed the first new treatment for asthma attacks in 50 years.](#) They found that injecting benralizumab, a monoclonal antibody currently used to treat severe asthma, at the point of an eosinophilic exacerbation had far better results than the current steroid treatment, reducing the need for further treatment by 30%. Eosinophilic exacerbations, which result from high amounts of eosinophils, a type of white blood cell, make up 30% of COPD flare-ups and almost 50% of asthma attacks. The study was supported by the NIHR Oxford BRC.

A new study supported by the Oxford BRC has found that a machine learning model can predict which patients will have poor outcomes after undergoing partial knee replacement surgery. Analysing more than 900 X-rays taken one year after surgery, the [machine learning model accurately identified](#) 71% of patients with poor outcomes.

University of Oxford researchers have demonstrated how clinicians could use data to [predict the risk of falls](#) in people with Parkinson's disease to help improve effective longer-term care planning. An estimated 60% of people living with Parkinson's have experienced at least one fall. The data collected from wearable devices revealed significant differences in features related to walking and posture between those who went on to have falls and those who did not.

Scientists from the Universities of Oxford and Sheffield are collaborating with the US company Sparrow Pharmaceuticals on a new phase 2 clinical study of the drug [clofutriben to treat autonomous cortisol secretion](#) (ACS). Clofutriben, also known as SPI-62, is used to inhibit HSD-1, an enzyme that helps to regulate the production of cortisol in the body. ACS is a prevalent and serious condition caused by the overproduction of cortisol from a tumour of the adrenal gland. The study is supported by the Oxford BRC and will be conducted in the NIHR-supported Clinical Research Facilities in both Oxford and Sheffield.

Oxford BRC-supported researchers have produced videos aimed at [increasing the diversity of participants](#) taking part in brain imaging research studies. These 'what to expect' videos are part of a wider project by the BRC's Imaging theme and the University of Oxford's Wellcome Centre for Integrative Neuroimaging (WIN) to create a range of web-based content to improve engagement with prospective participants and lower the barriers to participating in research.

## 10. Health Innovation Oxford and Thames Valley & Oxford Academic Health Partners news

### 10.1. Health Innovation Oxford and Thames Valley news

Maternity and neonatal services at OUH, working in collaboration with the wider regional network, featured in a video outlining the journey experienced by an

extremely preterm baby. Luna's mother was less than 24 weeks pregnant when she went into labour last year. OUH staff worked closely with colleagues in Buckinghamshire to make sure Luna and her mother got the right care in the right place at the right time. The [video](#) features Dr Eleri Adams and Professor Lawrence Impey from OUH. Eleri is also President of the [British Association of Perinatal Medicine](#) which has introduced a series of evidence-based interventions designed to lead to better outcomes for babies born too soon. Health Innovation Oxford & Thames Valley has worked with NHS England and the region-wide network of NHS maternity and neonatal units over a number of years to ensure these measures are applied. [You can read more about Luna's story on the OUH website.](#)

A new report outlines how the 15 health innovation networks (HINs) have benefited patients, addressed NHS challenges, and supported economic growth. The [HIN Impact Report 2023/24](#) highlights how local change has led to national impact. It includes case studies which relate to OUH services including [a community-focused initiative to find and treat people with severe asthma](#), [the development of stroke AI imaging](#), and [the introduction of a blood test for pre-eclampsia](#).

The latest [quarterly report from HIOTV](#) covers activities with partners in the NHS, industry and research from July-September 2024. It includes a case study on an evaluation of an AI tool to identify patients at high risk of dementia.

## 10.2 Oxford Academic Health Partners news

Oxford Academic Health Partners (OAHP) held a highly successful Away Day on 11 November at Linacre College. The Board was joined by colleagues from the five partners, including the Estates Directors (and equivalents) for an important discussion on how estates development and other key areas, including travel and transport, can be tackled.

The OAHP Board meeting on 13 December was chaired by OUH Chair, Professor Sir Jonathan Montgomery for the first time. He recorded the thanks of the Board to Professor John Geddes, who had recently retired as Director of the Oxford Health BRC – he had been in this post since its first designation in 2017 – and the Board welcomed Professor Astrid Schloerscheidt, Pro Vice Chancellor, Health, Science and Technology, Oxford Brookes University, and Professor Rachel Upthegrove, Director of the Oxford Health BRC, to their first meetings.

The Board also discussed its plans beyond 1 April 2025, how to work with current AHSCs and potential new ones, and the importance of building on Oxford's strengths in research, development, innovation and contributions to economic growth.