

## Cover Sheet

Public Trust Board Meeting: Wednesday 08 March 2023

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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. Trust Board news

- 1.1. [Our Council of Governors approved my appointment as the Trust's permanent Chief Executive Officer at their meeting on 15 February.](#)
- 1.2. Having been appointed to the post on a fixed term basis in July 2022, I am delighted to have been appointed substantively following a competitive process.
- 1.3. I am proud to have the opportunity to continue leading with compassion and respect for others, with a desire for excellence, and I look forward to continue working with colleagues at OUH, our partners in the health and social care system, our partner Universities, and Oxford Hospitals Charity.
- 1.4. It is a privilege for me to be the Trust's first female Chief Executive Officer and the first person of colour to be appointed as the CEO of any NHS trust in the Shelford Group, which represents some of the biggest teaching hospitals in the country.
- 1.5. [Sam Foster, our Chief Nursing Officer, has been appointed as Executive Director of Professional Practice with the Nursing and Midwifery Council \(NMC\).](#)
- 1.6. Sam will be leaving us at the end of March to take up her new role with the NMC and so I would like to take this opportunity to thank her, on behalf of the Trust Board, for her significant contribution to OUH and to the wider health and care system in Oxfordshire over the past five years.
- 1.7. The process to recruit our new substantive Chief Nursing Officer is underway and in the meantime we expect to welcome an Interim Chief Nursing Officer from early April. This appointment will be communicated in advance.

### 2. NHS England CEO visits our Early Pregnancy Assessment Unit

- 2.1. It was a pleasure to welcome Amanda Pritchard, Chief Executive Officer of NHS England, to our Early Pregnancy Assessment Unit (EPAU) at Rose Hill Community Centre in Oxford on Friday 24 February.
- 2.2. Amanda met with our clinical staff to discuss the positive work undertaken to improve the patient experience for women in the early stages of their pregnancy. The EPAU is staffed by clinical nurse specialists and doctors,

and the service was previously provided in the Women's Centre at the John Radcliffe Hospital.

- 2.3. By delivering this early pregnancy care in a community setting and in a less medicalised environment, the EPAU team can support women in a sensitive situation.
- 2.4. If women are experiencing problems in their pregnancy, which in some cases can sadly lead to a miscarriage, the community setting helps avoid unnecessary and potentially upsetting visits to hospital.
- 2.5. Amanda's visit was also an opportunity to talk with her about some of the work being carried out by our Maternity Services colleagues in partnership with community initiatives to work with women in harder to reach areas.
- 2.6. Addressing health inequalities is a key priority for our Trust, and it was great to talk to Amanda about just a few of the ways we are addressing this.

### **3. Health Minister comes to the NOC and Community Diagnostic Centre**

- 3.1. [We were also delighted to welcome Will Quince MP, the Minister for Health and Secondary care, to Oxford on Tuesday 14 February.](#)
- 3.2. The Minister met with members of the Trust Board and clinical staff to witness and discuss the positive work undertaken by our teams here at OUH to increase surgical and diagnostic capacity.
- 3.3. Sara Randall (Chief Operating Officer), Jason Dorsett (Chief Finance Officer) and I showed him how OUH is making operating theatres more productive and transforming elective care.
- 3.4. This included a visit to the Nuffield Orthopaedic Centre (NOC), where the Minister was shown how short stay units and data are being utilised to tackle elective waiting times, and to the Oxford Community Diagnostic Centre (CDC), where patients are benefiting from earlier life-saving diagnostic tests.
- 3.5. The CDC, which is run in partnership by OUH and [Perspectum](#), provides a range of elective diagnostic procedures, such as scans and tests, in a community setting in order to provide patients with quicker access to tests and greater convenience because they don't need to visit a hospital site.
- 3.6. Thank you to all OUH staff, and our partners, who are working together on these improvements to patient care.

### **4. Industrial action update**

- 4.1. We are planning and preparing for the impact of a 72-hour period of industrial action by junior doctors, starting at 7am on Monday 13 March, which the

British Medical Association (BMA) announced nationally on Friday 24 February following a strike ballot held in January and February.

- 4.2. We will learn from and build on our experience during the Royal College of Nursing (RCN) industrial action which impacted on OUH on 15 and 20 December 2022, and again on 6 and 7 February.
- 4.3. We recognise and respect the right of our people to take part in lawful industrial action and we work closely with our 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.
- 4.4. Any patients affected by the unavoidable rescheduling of routine and non-urgent appointments and procedures during periods of industrial action are contacted personally in advance and we aim to reschedule as quickly as possible.
- 4.5. I would like to thank all staff for treating each other with civility, respect and kindness during these challenging times.

## 5. Oxford BRC given Freedom of Oxford

- 5.1. The Oxford Biomedical Research Centre (BRC) has been awarded the Freedom of the City of Oxford, the highest honour which Oxford City Council can bestow.
- 5.2. The Oxford BRC, which is a partnership between Oxford University Hospitals (OUH) and the University of Oxford, was given the [Freedom of the City](#) at a council meeting on 30 January. A formal presentation will take place at a ceremony later this year.
- 5.3. Councillor Louise Upton, who proposed the conferment of the Freedom of the City on the Oxford BRC, said: “The researchers and developers at the Oxford BRC saved more than six million lives by producing the Oxford-AstraZeneca COVID-19 vaccine, and their work across many other diseases has had and will continue to have a huge and beneficial impact on patients, both in Oxfordshire and nationally. I can think of no organisation in Oxford which deserves this award more.”
- 5.4. Congratulations to all involved in this significant and impressive achievement.

## 6. OUH innovation features in BBC *Panorama* programme

- 6.1. [The Hospital at Home and Ambulatory Assessment Unit \(AAU\) teams, both based at the John Radcliffe Hospital, featured in a BBC \*Panorama\* programme about innovation and new ways of working in the NHS.](#)

- 6.2. The episode, titled *The NHS Crisis: Can It Be Fixed?*, shows how the two teams adopt a pioneering approach to reduce the number of patients admitted to hospital and support those who can receive care in their own home.
- 6.3. Around 1.1 million people watched the BBC One broadcast at 8pm on Monday 16 January.
- 6.4. The programme can be watched on [BBC iPlayer](#).

## 7. First babies born in reopened Midwifery-led Units (MLUs)

- 7.1. Staff at our Wantage and Chipping Norton Midwifery-led Units (MLUs) have delivered their first babies since [reopening on Monday 9 January](#).
- 7.2. As of Friday 16 February, a total of six babies have been born at the units so far, including two at Wantage and four in Chipping Norton.
- 7.3. Lily Morgado Malcolm was the first to be born at 12.08am on January 17 at the Cotswold Birth Centre in Chipping Norton to parents Beatriz and Tom. New mum Beatriz spoke about her positive experience giving birth at the unit to BBC Radio Oxford (and [online](#)) and the [Oxford Mail](#).
- 7.4. The Wantage and Chipping Norton (Cotswold Birth Centre) MLUs were temporarily closed for low-risk births in August 2021 due to staffing constraints. Both sites continued to provide antenatal and postnatal care during this time. Both MLUs reopened on 9 January now that the OUH Maternity team has a safer level of staffing.
- 7.5. Thank you to our Maternity team for everything they do in both hospital and community settings to support the women in their care.

## 8. Staff Recognition Awards 2023 launched

- 8.1. Our annual [Staff Recognition Awards](#) will culminate in an awards evening at Oxford Town Hall on Thursday 6 July – this promises to be a memorable occasion when we celebrate all that is best about our OneTeamOneOUH.
- 8.2. We are grateful to Oxford Hospitals Charity whose support makes the Awards possible.
- 8.3. The nominations window for this year's Staff Recognition Awards opened on Monday 27 February and closes on Friday 19 March.
- 8.4. [Patients and members of the public are invited to nominate OUH teams and individuals for the Patients' Choice Award – details of how to nominate are on our website.](#)

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

A new Acute Multidisciplinary Imaging and Interventional Centre (AMIIC) has been officially opened at the John Radcliffe Hospital. The [refurbished centre](#), previously the Acute Vascular Imaging Centre (AVIC), is a purpose-designed research facility embedded in a clinical hospital environment, specifically adjacent to the Emergency Department and Heart Centre. It is the first facility in the world to host a hybrid photon-counting CT scanner with an interventional suite, supported by an artificial intelligence facility. AMIIC is the location for several Oxford BRC imaging and cardiovascular studies.

Professor Holm Uhlig, the Oxford BRC's Co-theme Lead for Inflammation, was one of the key researchers who co-ordinated [new national guidelines](#) for clinicians on the use of genomics to diagnose and care for patients with monogenic inflammatory bowel disease (IBD). The new guidelines, developed with several patient groups, have been endorsed by national gastroenterology bodies and adopted in clinical pathways by the NHS Genomic Medicine Service.

A new type of [genetic variant](#) has been discovered that can be responsible for two well-known skeletal disorders. Whereas many genetic conditions are caused by structural variations that involve deletions, insertions or duplications of segments of DNA, an Oxford BRC-supported team found that the genes were partially inverted – the DNA sequence was in the correct place but flipped upside down. Using data from the 100,000 Genomes Project, the researchers looked at 43 genes known to be connected to Greig syndrome and Marfan syndrome. In total, 10 people from three different families were found to have genetic inversions.

A study involving Oxford researchers has outlined a way to find the crucial peptides (protein fragments) that drive autoimmunity, as well as the immune cells that respond to it. The BRC-supported researchers [identified peptides](#) presented by the HLA B27 gene, the strongest genetic risk factor contributing to the arthritic disease ankylosing spondylitis (AS) and the inflammatory eye condition acute anterior uveitis (AAU).

New research has identified a [genetic marker](#) that could be used to predict a patient's risk of developing serious side-effects when undergoing immunotherapy treatment for skin cancer. The study, supported by the Oxford BRC, analysed genetic information from more than 200 patients undergoing treatment for melanoma, to find stretches of DNA that correlated with whether the patient developed severe side-effects from the treatment.

A research team in Oxford has launched a new project involving members of the public that is aimed at developing diagnostics for infection and antibiotic resistance. The team of physicists, microbiologists, data scientists and doctors, who are supported by the Oxford BRC have launched the '[Infection Inspection](#)' citizen science project, hosted on the Zooniverse platform. Using a similar model to the successful 'Bash the Bug' project, 'Infection Inspection' asks members of the public to help classify images of *E. coli* that are either resistant or sensitive to an antibiotic.

The first participants in a clinical trial of a [bioelectrical therapy](#) to treat incontinence have received their 'smart' bioelectronic implants, developed by Oxford spin-out company Amber Therapeutics. This is the latest use of the Picostim-DyNeuMo research platform, first implanted in Oxford last year for the treatment of Parkinson's-like multiple system atrophy. This neuromodulation research is supported through the Oxford BRC's new Surgical Innovation, Technology and Evaluation Theme.

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

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

The Oxford AHSN and OUH have developed a package of resources to support other NHS organisations wanting to deliver intravenous antibiotics to patients in their own homes, helping to avoid admissions and speed up discharge. Hundreds of hospital bed days have been freed up as a result. The new resources include a 'how to' guide and a series of supporting videos. [More information is available on the Oxford AHSN website.](#)

A [case study highlighting a new personalised approach to pre-op assessment](#) in orthopaedics at OUH has been added to a national collection of [NHS best practice case studies](#). Potential issues are identified and treated early, leading to fewer procedures being postponed later on. Previously all patients had a face-to-face appointment prior to surgery – now two-thirds of them do not need one. DNA rates have reduced from 8% in 2021 to 1% in 2022. The Oxford AHSN is evaluating this and three other digital innovations which aim to improve patient pathways and service efficiency. [Read more about this on the AHSN website.](#)

The Oxford AHSN Board met on 16 February. Board members received a detailed update on the AHSN's Clinical Innovation Adoption programme.

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

The Board of the OAHP met on 31 January, focusing primarily on two areas – firstly, the outcomes from the Retreat in November 2022 involving representatives of all the OAHP partner organisations and a roundtable discussion with Tim Ferris, NHS England's Director of Transformation and secondly, the objectives for the remainder of the designation period up to the end of March 2025.

Priorities for collaboration across the Partnership include the regional Secure Data Environment, health inequalities, workforce challenges, and Life Sciences Missions including, but not limited to, mental health and dementia.

Plans are in place and meetings underway between OAHP and the Senior Teams from each partner organisation before the end of March 2023.