

## Cover Sheet

Public Trust Board Meeting: Wednesday 13 July 2022

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

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**Board Lead:** Interim Chief Executive Officer

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

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## Executive Summary

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## Interim Chief Executive Officer's Report

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### 1. Trust Board news

- 1.1. This is my first Trust Board meeting since taking up the role of Interim Chief Executive Officer on 1 July after Professor Bruno Holthof stepped down as CEO on 30 June after almost seven years in the role.
- 1.2. It is a privilege to be asked by the Trust Chair to lead our OneTeamOneOUH.
- 1.3. In my new role I look forward to working with colleagues at OUH including Trust Board members and our partners in the health and social care system in Oxfordshire and across the new Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System.
- 1.4. I am delighted that Dr Anny Sykes has been appointed as Interim Chief Medical Officer while I am Interim CEO. She has been Deputy Chief Medical Officer and Director of Safety and Effectiveness since 2019. Anny has been a Consultant in Respiratory Medicine at OUH, specialising in lung cancer, since 2013.

### 2. Introducing our *OneTeamOneOUH – Past, Present, Future* eBook

- 2.1. On 30 June we launched a new eBook reflecting on our collective achievements and looking forward to the future of our OneTeamOneOUH.
- 2.2. [OneTeamOneOUH - Past, Present, Future](#) is structured around the three key elements of our OUH Strategy which underpins all that we do – Our People, Our Patients and Our Populations."
- 2.3. This is the third in a series of eBooks which we have published over the past 18 months, designed and produced in-house by our Communications and Oxford Medical Illustration (OMI) teams:
- 2.4. [Beyond Words... Images from the COVID-19 Pandemic](#), published in January 2022, is a collection of photographs to mark an extraordinary time in the personal and professional lives of our staff.
- 2.5. All staff were invited to submit their images for inclusion in the book. Thanks to funding from Oxford Hospitals Charity, we provided a free printed copy to any staff member who requested one.
- 2.6. [Stories from the COVID-19 Pandemic - #OneTeamOneOUH](#), published in April 2021, tells the story of the first year of our response to COVID-19 in the words of our own staff who were invited to send in their contributions so that the book reflected their experiences. This project was also made possible thanks to the generous support of Oxford Hospitals Charity.

### **3. Our new OUH Radiotherapy Centre @ Swindon is officially opened**

- 3.1. I would like to thank all staff who have played their part in the development of our new OUH Radiotherapy Centre @ Swindon which was officially opened on 22 June.
- 3.2. [Patients and staff from OUH and Great Western Hospitals gathered to officially open the new centre](#), which is located on the Great Western Hospital site in Swindon, in advance of its opening to patients this summer.
- 3.3. Two radiotherapy patients, Sandra McGlone and Fred Bassett, led the cutting of the ribbon.
- 3.4. The new OUH Radiotherapy Centre @ Swindon is an expansion of our existing radiotherapy service, which is currently provided solely from the Churchill Hospital in Oxford.
- 3.5. This brand new treatment facility will make a huge difference to cancer patients and their families in Swindon and the surrounding areas by bringing high quality care closer to home for thousands of people every year and reducing travel times for treatment at what is a stressful and anxious time.
- 3.6. This project was an excellent example of close working between teams across the Trust, in partnership with colleagues at Great Western Hospital, to improve patient experience.

### **4. Staff Recognition Awards winners revealed**

- 4.1. It was a real pleasure to join finalists and their nominators at our Staff Recognition Awards event at Oxford Town Hall on 9 June 2022, to celebrate the fantastic work of the Trust and our colleagues over the past year and find out who had won a series of awards based on our Trust Values.
- 4.2. There were also awards for Oxford Hospitals Charity's Supporter or Volunteer of the Year, a Patients' Choice Award, and a special Chair's Award.
- 4.3. [A full list of the shortlisted nominees and award winners in each category can be found on the Trust website.](#)
- 4.4. I would like to thank Oxford Hospitals Charity, without whose generous support the Staff Recognition Awards would not have been possible, and all those staff who helped organise a really uplifting event.

### **5. Celebrating the 150<sup>th</sup> anniversary of the Horton General Hospital**

- 5.1. Sunday 17 July marks the 150<sup>th</sup> birthday of our Horton General Hospital in Banbury and I am delighted that Board members will be joining our staff and supporters to mark this major milestone.

- 5.2. A lunchtime staff event is being held on Friday 15 July so that colleagues, including volunteers and senior staff, can come together to celebrate 150 years of healthcare in Banbury and to reflect on the excellent work of staff over the years.
- 5.3. We look forward to welcoming BBC Radio Oxford on Monday 18 July for an all-day outside broadcast from the hospital which will feature staff and teams from across the Horton.
- 5.4. This follows the Horton General Hospital Charity's annual Horton Fundraising Week in June. As part of the week-long event, the charity organised free breakfast and lunch to thank staff at the Horton for all their hard work.

## 6. Memorandum of Understanding signed with Oxford Health

- 6.1. I am delighted that [the Trust signed a Memorandum of Understanding with Oxford Health NHS Foundation Trust on 27 May](#) to formalise our commitment to work together more closely in order to improve patient care.
- 6.2. The agreement will enable more joined-up care, make patients feel that they are being cared for by one NHS team, and provide better value for money.
- 6.3. This closer working will focus initially on urgent care in the home and community where older patients are already seeing the benefits, as staff work together to care for more people in their own homes rather than in hospital, if possible, to help patients recover more quickly.
- 6.4. Our #TeamOxfordshire approach, which has been strengthened by our response to the COVID-19 pandemic, is key to improving patient care across organisational boundaries.

## 7. New initiatives to support our staff during the Cost of Living crisis

- 7.1. We recognise that these are difficult times for many of our staff and we are continually looking at ways in which we can help all staff with the cost of living.
- 7.2. As a Trust Board, we are acutely aware that that the financial pressures created by price inflation, rising energy costs, and other cost of living factors can cause great anxiety and stress to our people.
- 7.3. While the Board cannot give staff a pay rise to keep pace with the increasing cost of living, as pay levels are set nationally, some immediate measures have been taken to support staff and a joint working group has been set up with union representatives to explore other potential measures. This is co-chaired by the Chief Finance Officer and the Chief People Officer.

- 7.4. All staff received a £100 cost of living bonus in April and a package of measures to support staff with their travel to work costs was launched on 1 July.
- 7.5. A £250 transport voucher is available to every member of staff to discount the cost of an annual bus pass or buying a new bike through the Cycle2Work scheme while staff car parking on our hospital sites will remain free until at least the end of August.

## 8. Congratulations to our award-winning #OneTeamOneOUH staff

- 8.1. Staff from the **Haematology Team** at the **Churchill Hospital** were recently presented with the [Myeloma UK Clinical Service Excellence Programme Award](#), in recognition of the team's outstanding care and dedication to patients with myeloma, an incurable blood cancer which claims the lives of 3,000 people in the UK each year.
- 8.2. A project to support parents and carers of children with complex medical conditions, in particular involving surgical enteral feeding tubes, is shortlisted for the [Health Service Journal \(HSJ\) Patient Safety Awards](#) – this is a collaboration between OUH, the University of Oxford, Helen & Douglas House Hospice and Oxford Simulation Teaching and Research (OxSTaR). Award winners will be announced on 15 September.
- 8.3. *Growing Stronger Together – Rest, Reflect, Recover*, our programme to support the mental health and wellbeing of staff at OUH, is shortlisted in the 'NHS Employers Award for Wellbeing' category of the [Healthcare People Management Association \(HPMA\) Excellence in People Awards](#) – winners will be announced on 8 September.
- 8.4. The Trust's **Communications Team** has been shortlisted in four categories of the [Internal Communications and Engagement Awards 2022](#) including for Best Internal Communications during the COVID-19 Pandemic – winners were due to be announced on 6 July.

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

Representatives of academia, the NHS, the non-profit sector and the healthcare industry attended a conference in Oxford on 30 May to explore how to tackle the current challenges in dementia research through improved collaboration. The [21<sup>st</sup> Century Translation Dementia Research conference](#) was organised by the NIHR Oxford BRC and Dementia Research Oxford. A series of workshops and roundtable discussions sought to identify key challenges and opportunities for improved joint working with industry. There were also plenary sessions on the use of data science; how to use the RECOVERY Trial model for future dementia treatment trials; and new opportunities for biomarkers in precision medicine.

A study has found that while COVID-19 vaccination is effective in most cancer patients, the level of protection against COVID-19 infection, hospitalisation and death offered by the vaccine is less than in the general population and vaccine effectiveness wanes more quickly. [The study](#) by the UK Coronavirus Cancer Evaluation Project, the largest real-world health system evaluation of COVID-19 in cancer patients globally, was led by the university of Oxford's Dr Lennard Lee and supported by the Oxford BRC.

The NIHR has launched five new Blood and Transplant Research Units (BTRUs), three of them based at the University of Oxford. The £20m programme, co-funded by NHS Blood and Transplant, is aimed at providing new technologies, techniques or insights that will benefit donation, transfusion and transplantation, and that can be delivered at scale. [The three units at the University of Oxford](#) are Precision Cellular Therapeutics, Data Driven Transfusion Practice and Genomics to Enhance Microbiology Screening.

A new National Institute for Health and Care Research (NIHR) BioResource aimed at investigating inflammatory bowel disease (IBD) in children has opened, with the Oxford BRC playing a key role. The new [Paediatric Inflammatory Bowel Disease \(PIBD\) BioResource](#), with a national panel of volunteers who have consented to participate in health research, will drive research into Crohn's disease and ulcerative colitis in children. It aims to recruit paediatric IBD patients to investigate genetic, immunological mechanisms and environmental factors. The PIBD BioResource is led by Professor Holm Uhlig, a senior Oxford BRC researcher, and the first participant was recruited at the Oxford Children's Hospital.

OxUH and the medical imaging technology company, Polarean Imaging plc, have entered into a [research collaboration](#) to study the long-term effects of COVID-19 in patients still experiencing breathlessness months after infection. Polarean produce an investigational drug-device combination product using hyperpolarised xenon gas to enhance magnetic resonance imaging (MRI) in pulmonary medicine. This technology will enhance ongoing BRC-supported research at OxUH, such as the EXPLAIN Study into the possible long-term impact on the lungs of Long COVID.

Two recent studies by Oxford BRC-supported researchers have shown that studying lymph nodes reveals details of the [mechanisms of autoimmunity](#) and are very different to those revealed by blood. Lymph node sampling was more accurate in identifying the mechanisms by which the autoantibodies were produced and better correlated with the clinical efficacy of treatments administered to the patients.

A team who developed a novel device to measure lung function were among several Oxford researchers to [receive prestigious prizes](#) from the Royal Society of Chemistry. The Molecular Flow Sensor Team – a multi-disciplinary collaboration between chemists, physiologists, computer modellers and OxUH clinicians – won the prize for the development of a molecular flow sensor for non-invasive breath analysis to provide measurements of respiratory disease and cardiac output. The team includes Professor Peter Robbins from the Oxford BRC's Respiratory Theme.

A study by NIHR Oxford BRC researchers has revealed that a lack of time, work and clinical commitments, and family and childcare responsibilities are common [barriers](#)

[to training](#) and development for doctors, dentists and nurses. The aim of the study was to understand what the training and development needs are of our translational researchers and research support staff and, just as importantly, what are the barriers that make attending training more difficult.

The BRC has created [two videos](#) highlighting the importance of involving people from diverse and under-served communities in the design and delivery of clinical trials and studies to ensure they benefit the people and communities who need it most. One video focuses on the participant perspective and the other shows researchers explaining how involving people from diverse communities added value to their research.

On 5 July, the Oxford BRC held a joint Open Day with Oxford Health BRC at Oxford Town Hall. The [Open Day](#) was an opportunity to showcase the amazing range of research that takes place in Oxford, how it benefits NHS patients and how members of the public can get involved in clinical trials. The event featured stands where visitors could interact with researchers from a wide range of disciplines, and a number of talks by BRC experts.

On 29 June, the BRC held a virtual public talk by Prof Kazem Rahimi, who was talking about his research into whether lowering blood pressure can help to prevent type 2 diabetes. Those who missed the talk can watch the talk on the BRC's [YouTube channel](#).

Following an external audit, the Oxford BRC has again been successful in its ISO 9001 audit. Achieving this standard means an organisation has excellent quality management systems in place.

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

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

New publications from the Oxford AHSN include the [Q4 21-22 report/annual report](#), [Business Plan 22-23](#) and a summary of [22-23 priorities for innovation and improvement supporting the NHS](#). In addition, the AHSN Network has published its collective [national impact report 21-22](#).

The AHSN Network and NHS Accelerated Access Collaborative have launched new standards based on best practice to improve the lives of thousands of people with uncontrolled and severe asthma. The [consensus pathway](#) was developed by the asthma biologics programme which is led by the Oxford AHSN.

The National Institute for Health and Care Excellence (NICE) is recommending Sleepio for insomnia. This is an important step in developing and accessing cost-effective digital therapeutics, building on the Oxford AHSN's large-scale regional evaluation of Sleepio.

The governance arrangements of the national AHSN Network were reviewed, updated, and approved by the 15 regional AHSNs, in line with the delegated authority of those AHSNs, in advance of the AHSN Network meeting in March 2022.

The suite of governance documents included the establishment of a new national Network Committee responsible for the approval of the Network's strategy, annual business plan and budget. This change is in line with the existing Memorandum of Understanding for the locally hosted AHSN.

However, the change will mean that in future the annual business plan and budget for the national AHSN Network will be made available to the Trust Board in advance of approval at the national Network Committee meeting.

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

The Board of the OAHP met in both May and June – key areas for discussion and action included the following:

- The Board said goodbye to Professor Bruno Holthof who attended his final meetings as CEO of OUH. The Board commented on the enormous contribution he had made not only within the OUH but across the region and beyond, particularly in terms of developing partnerships that now underpin the OAHP and its activities. The Board was delighted that he would be remaining in the area and so able to continue his contribution to the local systems.
- The Board noted with pleasure that Professor Meghana Pandit had been appointed Interim Chief Executive of OUH with effect from 1 July and looked forward to welcoming her to future Board meetings.
- The Board continued its focus on the [Life Sciences Vision](#) and missions. A list of resources and strengths is being drawn together by the Chief Operating Officer working across all partners. It is expected that announcements on the individual missions – for example, mental health and dementia – may be made in the near future. Partnerships with industrial partners will be key features in the missions which will set out clear objectives.
- A detailed paper has been prepared by the Chief Operating Officer on the Goldacre Report [“Better, Broader, Safer: Using Health Data for Research and Analysis”](#) and its implications.
- The Board approved the Communications Strategy developed by Megan Turmezei, with support from Gweld Communications, at its May meeting. The OAHP website is being updated and refreshed as part of this work.
- The [Research Development Award Scheme from Oxford Academic Health Partners was launched on 23 May](#). It is open to clinical staff with a focus on nurses, midwives, allied health professionals, pharmacists and early-career staff. The award scheme is part of a national drive to improve the capability, capacity and support for NHS staff who are interested in research or who aspire to developing a clinical academic career. Funding of up to £5,000 will

be awarded to individuals or teams, funded through the Oxford Academic Health Partners Charity – the deadline for applications is 22 July.