

BOD 121/2015

(Agenda item: 5)

# Report to the Meeting of the

# Oxford Health NHS Foundation Trust

# Board of Directors

**30 September 2015**

**Chief Executive’s Report**

**For Approval**

1. **Board changes**

I am delighted to welcome Kerry Rogers as the new Director of Corporate Affairs and Trust Secretary. She joined the Trust at the beginning of September. I am sorry however to have to inform the Board of Dr Clive Meux’s decision to retire as Medical Director at the end of March next year, after five years in post. He has been an outstanding clinical leader and will be much missed. The process for the recruitment of a successor has commenced, and the position will be advertised nationally. Interviews are planned for November, and so it is hoped that the new Medical Director will have a period of overlap with Clive.

1. **Care Quality Commission Inspection**

By the time of the Board meeting the Care Quality Commission will have commenced the week of its period of inspection of the Trust. Initial feedback will be given at the end of the week.

1. **Contracts**

The new contract for Child and Adolescent Mental Health Services in partnership with Barnardo’s starts on 1st October, as does the transition of the contract for Health Visiting in Oxfordshire from NHS England to Oxfordshire County Council. I am pleased to inform the Board that the Outcomes Based Contract for adult mental health services in Oxfordshire has now been agreed, although many of the service developments envisaged by it (such as the Recovery College – see COO’s report) are already under way.

1. **Monitor Investigation**

During August and  early September the Monitor investigation team visited the Trust, held a number of interviews, received a large range of information and held a meeting with the Chairman, Chair of Finance and Investment Committee and the Executive team. A final round of information is being provided at the moment. The conclusions of their investigation are being considered internally within Monitor and are likely to be communicated to the Trust shortly. The key issues they wish to understand are: the Trust’s rationale for setting a lower level of Cost Improvement (and hence a deficit plan) in 2015/16; our likelihood of achieving that plan, and the possibility of our doing better than planned; and the extent to which we are confident of setting out in detail the Cost Improvement Plan for 2016/17, and the milestones which would serve as a means of checking progress with that. Overall of course they wish to understand the trajectory back towards a balanced financial position.

We have explained that the 2015/16 plan was constructed so that we were very confident of delivering it, and in recognition of the fact that the Trust starts on any further efficiency savings from the position of already being amongst the top 10% most efficient providers in the NHS, where it is clear from national survey data that our staff are already working very hard, and where benchmarking data demonstrates, on many of the available indicators, that the Trust functions on a lean basis. None of that precludes the possibility of further improvements, of course, but it points towards the need for more fundamental transformational change to sustain them, and the need to take care about managing the pace of change. So far this year we have made good progress delivering our plan, and have indicated to Monitor that subject to our usual mid-year review, in the light of some one-off items, we may be able to submit an improved forecast. So far planning for Cost improvement in 2016/17 is at a much more advanced state than in any previous year, and a detailed forward programme with milestones is being shared with Monitor. Key to that will be progress with a number of system wide transformational changes including the implementation of outcome based contracts.

1. **Community Hospitals Oxfordshire**

Oxfordshire CCG has completed its consultation on the future provision of services at Townlands Hospital in Henley, and has agreed the proposed model of care. This should allow progress to be made with this element of the transformation towards a new service model, although some of the logistical issues around the completion of the new building and its preparation for the new role will require further work over the next few months. The Trust is involved in ensuring that the transition is carefully managed, and the clinical safety and viability of the site will be our overriding consideration. The Chief Operation Officer’s report gives an update on the changes being made to ensure the resilience of the remainder of the Oxfordshire Community Hospitals system over the forthcoming winter.

1. **Chipping Norton Intermediate Care Beds**

Oxfordshire County Council is proceeding with plans for a consultation over the future provision of Intermediate Care at Chipping Norton. The Trust has collaborated with the Orders of St. John to develop a model of service which would be viable within the constraints of the funding likely to be available in future.

1. **Oxfordshire Learning Disabilities**

It has been agreed to establish a Board with an independent chair to oversee the transformation of services for adults with Learning Disability in Oxfordshire, including the process of transfer of contracts from the existing provider, Southern Health NHS Foundation Trust. The first stage is to scope the extent of the work involved in ‘mainstreaming’ services, alongside the associated contractual changes. This is likely to require significant project management resources, in addition to existing capacity and expertise in the local system, which have yet to be identified. Buckinghamshire is also engaged in a process to change the nature and the provider of its adult LD services, and as indicated in July, there is a critical interdependence between the two counties if certain elements of the service are to have the critical mass to be viable, and so coordination will be key to a successful outcome.

1. **CEO Stakeholder Meetings & Visits**

Since the last meeting, key stakeholders that I have met with, visits I have undertaken and meetings that I have attended have included:

* Oxfordshire Chief Fire Officer and Deputy Chief Fire Officer.
* Chipping Norton Intermediate Care beds, roundtable meeting with David Cameron MP.
* Chipping Norton Intermediate Care beds, meeting with Oxfordshire County Council and Oxfordshire Clinical Commissioning Group.
* Oxfordshire Transformation Board.
* Prime Minister’s Challenge Fund and Oxfordshire Integrated Care Alliance linkages meeting, with Oxfordshire Clinical Commissioning Group and Oxford University Hospitals NHS Trust.
* Biomedical Research Centre Planning Day
* Oxfordshire Transformation Board discussion with Oxfordshire Federation.
* Monitor Investigation meetings
* CEO visit to the Henley District Nursing Team.
* Oxfordshire Clinical Commissioning Group Urgent Care Systems Resilience meeting.
* CEO visit to the Abingdon District Nursing Team.
* Oxfordshire Systems Leadership Group.
* Oxfordshire Clinical Commissioning Group meeting to discuss Townlands Financial assumptions.
* CEOs meeting, with Julian Emms and Claire Murdoch.
* Advanced Health & Care meeting with Jim Chase, Managing Director.
* CEO visit to the Banbury District Nursing Team.
* CEO visit to the Wallingford District Nursing Team.
* CEO visit to Woodlands services at the Whiteleaf Centre.
* Oxfordshire MPs meeting to discuss Delayed Transfers with Oxfordshire Clinical Commissioning Group, Oxford Health FT and Oxfordshire University Hospitals Trust.
* NHS Providers meeting with Oxford Health FT to discuss reducing delayed transfer of care.
* Oxfordshire Transformation Board – I.T. stream meeting.
* Oxfordshire Systems Leadership Group.
* Trust Annual General Meeting
* Linking Leaders Conference in Swindon.
* CEO visit to Thames House, Littlemore.
* Academic Health Science Centre Board
* Joint Planning Group with Department of Psychiatry
* Oxfordshire Clinical Commissioning Group CEO, Brendan Farmer, Oliver Wyman meeting.
* Linking Leaders Conference in Aylesbury.
* Council of Governors meeting.
* Oxford Academic Health Science Centre meeting with Imperial College London.
* University of Oxford’s Review of the NDCN and Department of Psychiatry.

**Recommendation**

The Board of Directors are asked to note the report

**Lead Executive Director:** Stuart Bell, Chief Executive