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Report to the Meeting of the Oxford Health NHS Foundation Trust

Council of Governors

CoG 10/2020
(Agenda item: 07)

18 November 2020

Chief Executive's Report

For: [Information/Assurance/Approval/Discussion]

Strategic Objective 1 - Deliver the best possible clinical care and health outcomes

COVID 19 Update

As I write this report the second national lockdown affecting England has just begun. The additional restrictions were imposed in response to significant increases in the number of Covid positive cases particularly in the North of the country. On the 4th November we received confirmation that in response to the increase in infection rate, and the associated increase in Covid demand on acute hospitals in particular, the health service in England would return to its highest level of Emergency Preparedness, incident level 4, from the 5th November. This means that the NHS moved from the pandemic being a regionally managed but nationally supported incident, to the incident response being coordinated nationally.

Across the geography served by Oxford Health we are beginning to see an increase in Covid demand. Following a number of weeks when we had no Covid positive patients in our hospitals we admitted our first such patient on the 27th October. Clearly in light of national projections we are likely to see further admissions and further increases in demand on our services during the weeks ahead. In view of

what is likely to be a rapidly moving picture my executive colleagues will provide the Council of Governors with a detailed verbal update regarding the impact on our services during the meeting. Suffice it to say that the Trust has reinstated a variety of measures that were in place at the height of the pandemic in order to ensure an effective and coordinated response.

It is important to highlight that the situation that we find ourselves in now is very different to that the Trust found itself in March this year. Not only do we have established protocols in place in relation to the management of Covid associated risks, but we also have robust supplies of personal protective equipment (PPE) and effective systems in place to manage the distribution of such equipment. We are, however, very aware of the ongoing stresses associated with managing the pandemic and the toll that this has had, and continues to have, on our colleagues. Supporting their emotional and physical wellbeing is therefore an absolute priority for the Trust Board. A variety of initiatives have been implemented to assist in this including the completion of detailed risk assessments to ensure that it is safe for colleagues to be at work. Again, my executive colleagues will be able to provide the Governors with more detail regarding such matters.

The Trust's wave one Covid response highlighted the importance of effective communication channels being in place to ensure that colleagues across the organisation were kept fully updated regarding developments in what was a rapidly changing situation. Since joining the organisation in June this year I have held Monthly Webinars. As of the start of this month the frequency of such Webinars has been increased to weekly. They appear to be an extremely effective means of communicating with the wider organisation, indeed the live Webinar broadcast that took place on the 5th November was viewed by almost 700 members of staff.

Trust Vision and Strategy

As the Council of Governors maybe aware work has now been ongoing for several months in relation to revising the Trust's strategy. This is being led by Martyn Ward in his capacity as Director of Strategy & Chief Information Officer. Linked to this we are also reviewing the Trust's current vision. It is clearly important that the Trust's strategy reflects the current climate we find ourselves in, particularly the impact of the ongoing Covid-19 pandemic. It is similarly important that the Trust's vision, which has remained unaltered for a number of years, reflects the organisation's strengths and indeed ambitions. The Executive team is keen to engage a variety of stakeholders in the ongoing development of the vision and

strategy. To this end I am pleased that governors will have an opportunity to inform this work during the course of this evening's meeting.

Warneford Redevelopment

In early October the Prime Minister announced the list of hospital building schemes that would form the revised Health Infrastructure Programme. We had hoped that the Warneford Redevelopment would be included in this list and were obviously extremely disappointed when it was not. The Trust remains absolutely committed to redeveloping the Warneford site to provide state of the art inpatient facilities for the patients currently accommodated in a building dating from the early 1800s. In addition, we remain totally committed to working with the University of Oxford in order to create a world class brain sciences campus that will bring together clinical services, research and teaching. Work is therefore ongoing to explore further funding possibilities for the redevelopment. I have recently written to local Members of Parliament reiterating the Trust's commitment to this project and asking for their ongoing support.

Strategic Objective 2 - Be the best possible place to work

Organisational Development Strategy

Since joining the organisation I have highlighted the importance of Oxford Health developing a culture that ensures that everyone working in the Trust feels truly empowered, valued and engaged. Key to this will be the development of a comprehensive Organisation Development Strategy. Tim Boylin, in his capacity as Director of Human Resources, is leading the development of this and we anticipate that the strategy will be presented to the Trust Board in the coming weeks.

Black History Month

During the course of October, the Trust celebrated Black History Month. In total 22 separate live events were organised by the Equality, Diversity and Inclusion Team, in addition to 11 recommended activities. I am very pleased to report that over 1100 colleagues from across the Trust engaged in these events. I personally was able to join two of the live events and was extremely impressed by their content and indeed the level of participation.

I would like to put on record my thanks to Mo Patel, Gemma Hunt and the rest of the Equality, Diversity and Inclusion Team for their remarkable efforts. It is clear

from the feedback that we have received that Black History Month this year was a huge success. I have no doubt that the thought provoking, stimulating and at times challenging content of the events that took place will help make the organisation a truly inclusive place to work, and one that genuinely values and embraces diversity in its many forms.

Chief Medical Officer

Dr Mark Hancock will be standing down from his position as the Trust's Medical Director at the end of March next year. The process to identify his successor is well advanced. Interviews for the revised Chief Medical Officer role will take place on the 25th November and these will be preceded on the 24th November by a number of Focus Group Sessions involving key stakeholders from both within the organisation and a number of our external partners.

I am pleased to report that the advert for the position has attracted considerable interest. I personally spoke to twelve prospective candidates before the closing date for applications on the 9th November.

Trust Headquarters

At the start of November the Executive Offices for the organisation were moved from the Warneford site to the Corporate Services building on the Littlemore site. The move was to ensure that all the Executive team could be located in the same building with a view to strengthening team working and ensuring the best possible communication within the team. The Executives are now based in a large open plan office which also includes space for other senior colleagues to hot-desk as required. All necessary Covid related infection prevention control measures are in place.

Strategic Objective 3 - Be a sustainable and partnership focused provider

Meetings with external stakeholders

Since my last report to the Council of Governors in September this year I have met with a number of external stakeholders of the Trust and attended a number of key meetings, including:-

- Thames Valley Police, Chief Constable, John Campbell

- NHSE/I South East Region Mental Health deep dive chaired by the National Director for Mental Health
- Thames Valley CEOs New Care Models Steering Group Meetings
- BOB Integrated Care System Chief Executives meetings & the Integrated Care System System Leadership Group meetings
- OX12 Task & Finish Group Meeting with Oxfordshire County Council
- Oxford AHSN Patient Safety Collaborative Oversight Board
- Oxfordshire System Leadership Group
- Oxfordshire Joint Health Overview & Scrutiny Committee
- Oxfordshire Health & Wellbeing Board
- Warneford Development Joint Meeting with University
- Oxfordshire MIND Joint CEOs & Chairs Meeting.
- Response CEO, Lesley Dewhurst
- Oxfordshire Mental Health Partnership CEOs Meeting
- Thames Valley Police, Assistant Chief Constable, Christian Bunt

Strategic Objective 4 - Become a leading research organisation

Oxford Academic Health Partners

Oxford Health is an active and committed member of Oxford Academic Health Partners which is the Academic Health Science Centre for Oxford comprising both the University of Oxford and Oxford Brookes University, together with Oxford University Hospitals NHS Foundation Trust and ourselves.

I am pleased to report that earlier this month Dr Sara Ward was appointed as the partnership's permanent Chief Operating Officer having held the interim role for a number of months. I am sure that Sara's appointment will serve to further strengthen the partnership and ensure effective collaboration between the four partner organisations. Undoubtedly the partnership has a huge amount of potential and ensuring the potential is realised is a key priority for the organisation and a reflection of our commitment to become a leading research organisation.

Toronto Partnership

The Trust has signed a Memorandum of Understanding (MoU) with the University of Oxford, the University of Toronto and the Centre for Addiction and Mental Health in Toronto. The Memorandum of Understanding reflects the longstanding academic relationship that has been in place between the two universities and work that has been ongoing this year to develop a wider collaboration involving the two

provider organisations. The purpose of the MoU is to enhance partnership working through the development of key relationships and structures that will facilitate collaboration and realise the benefit of the complimentary capabilities of the four organisations. All four organisations are recognised as leaders at a national, and to varying degrees an international level, and in addition are committed to becoming world class institutions.

The partnership again reflects the Trust's commitment to becoming a leading research organisation and fully realising the benefits of our already strong academic links.

Visible Leadership

I attach a great deal of importance to providing the Trust with visible and accessible leadership. In keeping with this I have continued to visit the Trust's services and since the last Council of Governors meeting have visited the following : -

- Specialised Dental Services
- Witney Community Hospital
- Fulbrook Centre City Community Older Adults service
- Chiltern Community Mental Health Team
- Older Adults Mental Health Team, Shrublands, High Wycombe
- Townlands Memorial Hospital
- Wantage Community Hospital
- Didcot Community Hospital
- Swindon CAMHS
- Chiltern Community Mental Health Team
- Abingdon Emergency Medical Unit
- Hospital at Home Team, Abingdon Community Hospital
- Woodlands, Low Secure Unit, Aylesbury

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