

**Report to the Meeting of the
Oxford Health NHS Foundation Trust
Council of Governors
10th September 2020
Chief Executive's Report**

CoG 07/2020 (Agenda item: 09)

Induction

As colleagues will be aware, I joined Oxford Health NHS Foundation Trust on the 8th June this year. Following a week receiving a comprehensive handover from my predecessor I formally succeeded Stuart Bell as the Trust's Chief Executive on 12th June. I would like to thank colleagues across the organisation for making me feel so welcome during the weeks since and for all the support they have provided me.

My induction to the organisation, as you would expect, has been ongoing. It has been complicated by the restrictions currently in place in relation to the COVID-19 pandemic. As such I have been unable to meet as many colleagues as I would have liked face to face and instead have been heavily reliant on video conferencing to facilitate meetings. I have now met many of the Trust's senior leaders on an individual basis and have also met with the senior leadership teams for the Trust's Oxfordshire Mental Health Services and Buckinghamshire Mental Health Services together with the Medical Staff Committee Executive.

I am particularly grateful to our Lead Governor, Chris Roberts, for organising an introductory meeting for me with the Council of Governors. This was an extremely helpful session for me personally and served to highlight the wealth of experience, expertise and indeed passion for our services, amongst the Trust's Governors.

A vital part of my ongoing induction has been visiting the Trust's services. To date I have visited the following: -

PUBLIC

- Warneford Acute Inpatient Wards
- Cotswold House
- Highfield Adolescent Mental Health Unit
- Evenlode Unit
- Thames House
- Wallingford Community Hospital
- The Whiteleaf Centre
- Abingdon Community Hospital
- Bicester Community Hospital
- Witney Community Hospital
- Health Minds Bucks
- Specialised Dental Services
- Fulbrook Centre City Community Older Adults service
- South Bucks Older Adults Mental Health team

I am very conscious that there is an understandable perception that the Trust is too Oxford centric and in an effort to help address this I am endeavouring to base myself one day each week at the Whiteleaf Centre in Aylesbury.

I have been particularly impressed during my visits and meetings with colleagues by the obvious passion and commitment they have to deliver the best possible care to our patients and service users. It has also been very apparent to me that colleagues across the organisation have worked extremely hard, sometimes in very difficult circumstances, to deliver care during the COVID-19 pandemic. I am extremely grateful to them all for what they have done particularly for the flexibility and commitment they have shown to our patients and service users.

In addition to an intensive programme of internal meetings I have also been able to meet many of the Trust's key stakeholders including the Chief Executives of Oxfordshire and Buckinghamshire Councils, the Chief Constable of Thames Valley Police Force, and Oxfordshire MPs, Victoria Prentis, John Howell and Anneliese Dodds.

Communication

As Chief Executive it is essential that I am able to communicate effectively with the wider organisation. This is clearly a challenge given the size and geographic spread of Oxford Health. In an effort to address this, since joining the Trust, with the support of the communications team, I have introduced a variety of communication initiatives including the following: -

PUBLIC

- A fortnightly Chief Executive's Blog
- Video podcasts following Board Seminars and public meetings
- Monthly Webinars which are now scheduled to take place on the first Thursday of every month at 4:15pm

In addition to these initiatives I have also recorded a welcome video for all new starters to the Trust which will be played as part of the Trust Induction Programme on occasions when I am unable to attend this in person. I also will continue to use my Twitter account as a means of communicating with colleagues across the organisation regarding my activities as Chief Executive and developments across the organisation.

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (ICS)

In May this year Dr James Kent joined the Integrated Care System as its Senior Responsible Officer in addition to being the Accountable Officer of the three Clinical Commissioning Groups within the ICS. In addition to James' appointment the ICS team has recently been strengthened by the arrival of Matthew Tait as Interim Deputy ICS Lead/Director of CCG Transformation.

As part of the ICS's response to the COVID-19 pandemic James has been chairing a twice weekly NHS Chief Executives Group. This continues to meet and provides a valuable opportunity to engage with Chief Executive colleagues from the other provider organisations across the ICS.

BOB ICS Mental Health Five Year Forward View Delivery Board

The Mental Health Delivery Board is an established component of the ICS governance structure. I have succeeded Stuart Bell as Chair of this and chaired my first meeting on 9th July. The Board has a crucial role to play in ensuring the strategic allocation of resources to mental health services across the ICS footprint, the delivery of the mental health ambitions as set out in the NHS Long Term Plan and that mental health services are able to effectively respond to the current pandemic and its likely consequences on the population's mental health. With this in mind work is now in progress to refine the Board's terms of reference and workplan.

Recovery

As part of the coordinated response to the COVID-19 pandemic and its aftermath System Recovery Groups have been established at an integrated care partnership (ICP) level. I represent the Trust on both the Oxfordshire and Buckinghamshire groups which are chaired by their respective Council Chief Executives. I also now sit on the Thames Valley Local Resilience Recovery Coordination Group representing the Oxfordshire System.

The groups are rapidly evolving and as such in the process of developing their respective workplans.

Black Lives Matter

On the 24th June I joined colleagues from across the Trust and the Trust's Chairman at an event organised by Unison at the Whiteleaf Centre to support Black Lives Matter and to remember BAME colleagues from across the NHS who have tragically died during the COVID-19 pandemic. We heard from a number of colleagues regarding their own experiences of discrimination and racism whilst working in the NHS including sadly in Oxford Health NHS Foundation Trust. The event served to highlight the importance of the Trust developing and embedding a culture which truly values all its employees, ensures that everyone is treated with dignity and respect, and one where discrimination is not tolerated in any form. Ensuring that this happens will be an absolute priority for me as Chief Executive and will be a focus of the Trust's first Organisational Development strategy which is now being developed.

University of Oxford Department of Psychiatry

I am very pleased to report that I have been made an Honorary Fellow of the University's Department of Psychiatry. The Trust's links with the Department of Psychiatry and the wider University are already strong. I am very keen that these are further strengthened during the months ahead not least to ensure that the academic benefits of the relationship extend to all services across the Trust and that colleagues from all disciplines have the opportunity to engage in research and development. Developing such an ethos across the organisation will, I believe, undoubtedly help the Trust retain and recruit high quality colleagues and therefore help ensure that we are able to provide the best possible care to our patients and service users.

Executive Team Development

The Executive Team attended a facilitated Awayday on the 17th of July. This took place with appropriate infection prevention control measures in place following a detailed risk assessment being undertaken by the Chief Nurse. The event constituted the first time that the executive team had been together, face to face for a number of weeks. The focus of the session was team working and how this can be strengthened particularly in light of the challenges posed by the ongoing pandemic. The session was the first of an ongoing programme of team development and a second session has now been scheduled for the autumn.

Lead Executive Director: Dr Nick Broughton, Chief Executive