

**Report to the Meeting of the
Oxford Health NHS Foundation Trust**

BOD 03/2021
(Agenda item 05)

Board of Directors

27th January 2021

Chief Executive's Report

STRATEGIC OBJECTIVE 1 – Deliver the best possible clinical care and health outcomes

COVID-19

We are currently in the midst of the second wave of the COVID-19 pandemic. The days prior to Christmas saw an exponential increase in the number of COVID-19 infections and associated admissions to hospital particularly across the South East of England.

The Trust's ongoing response to the pandemic features later in the Board agenda and my colleagues will provide comprehensive updates regarding the Trust's performance including in relation to the delivery of the COVID-19 vaccination programme. Oxford Health has taken on responsibility to be the lead provider for the vaccination programme across the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System. Tehmeena Ajmal has become the Senior Responsible Officer for this programme and will provide a comprehensive update to the Board regarding its progress.

I am very aware of the huge demands that continue to be placed upon colleagues across the Trust as we maintain services and respond to the considerable challenges of the pandemic. I am aware also that colleagues have been understandably concerned regarding the time it has taken for some to be vaccinated. We are confident however that all frontline clinically staff across the Trust will have been vaccinated by mid-February at the very latest.

In an effort to ensure effective communication across the organisation in what is a rapidly changing and challenging situation we have continued to hold weekly

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webinars. Since the New Year these have focused on the vaccination programme together with other aspects of the Trust's COVID response.

Quality Improvement

On the 8th of January this year the Trust's Chief Nurse in her capacity as executive lead for Quality Improvement and myself met with members of the Clinical Transformation Team from Cumbria, Northumberland and Tyne & Wear NHS Foundation Trust. The purpose of this meeting was to seek the team's advice regarding how to further accelerate our own in-house quality improvement programme. The team have considerable expertise of working with and supporting NHS organisations in relation to quality improvement building on their own expertise that has been developed over a more than a decade.

Based on the discussion that took place it was agreed that we will now undertake a formal evaluation of the impact trust wide of the quality improvement programme to date. In addition to do this I would like to recommend that we hold a Board Seminar focussing on quality improvement in the Spring in order to reflect on the evaluation and consider how to most effectively build on the foundation that has been created.

STRATEGIC OBJECTIVE 2 – Be the best possible place to work

Reverse Mentoring Programme

The Trust is seeking to establish a Reverse/Reciprocal Mentoring Programme in partnership with the Race Equality Staff Network. This programme differs from traditional mentoring models in that more junior members of staff from a protected characteristic group will act as mentors to senior leader mentees in order to help increase cultural and organisational awareness. The programme will replicate approaches already in place in a variety of other organisations and will be a key component of the Trust's Organisational Development Strategy.

I am very pleased to report that I will be the first mentee to be mentored as part of the programme and I am very much looking forward to my first session with my mentor that is due to take place on the 4th of February.

Chief Medical Officer

I am pleased to inform the Board that Dr Karl Marlowe will be joining the Trust as our new Chief Medical Officer in April this year so succeeding Dr Mark Hancock our current Medical Director. I would like to put on record my thanks to Mark for the major contribution he has made to Oxford Health during the course of his five year tenure as medical director and prior to that during his time as Deputy Medical

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Director. I am pleased to confirm that Mark will be remaining with the Trust as a Consultant in Forensic Psychiatry in addition to continuing in his role as the Trust's Chief Clinical Information Officer.

Dr Marlowe is currently the Chief Medical Officer at Southern Health NHS Foundation Trust and prior to that was a Clinical Director at East London NHS Foundation Trust. He is an experienced consultant psychiatrist who will bring with him considerable expertise in the field of quality improvement and research.

STRATEGIC OBJECTIVE 3 – Be a sustainable and partnership focused provider

Provider Collaboratives

As Board colleagues will be aware Oxford Health currently leads three provider collaboratives namely the Thames Valley and Wessex Adult Secure Provider Collaborative, the Thames Valley CAMHS Tier 4 Provider Collaborative, and the Hope Adult Eating Disorder Provider Collaboratives. As of the 1st January this year Debbie Richards in her capacity as Executive Managing Director for Mental Health and Learning Disabilities and Autism Services, became the executive director responsible for the oversight of the provider collaboratives, this responsibility having previously sat with the Medical Director. This will be in key role going forward not least given the need to strengthen the Trust's internal governance arrangements surrounding the Provider Collaboratives in light of the plans for all three to be formally authorised by NHS England during the course of the current calendar year.

European Union Exit

The United Kingdom formally left the European Union on the 1st of January. The potential impact of this on the Trust's ability to maintain services is something that we carefully prepared for and have since closely monitored. Kerry Rogers, Director of Corporate Affairs and Company Secretary, remains the Trust's executive lead for EU Exit and has provided a useful update appended to this report.

System Working

In November last year NHSE/I published 'Integrating Care: Next Steps to Building Strong and Effective Integrated Care Systems Across England'. The proposals set out in this paper are expected to be included in an NHS Bill that will be presented to Parliament this Spring. The paper outlines options for the legal basis for Integrated Care Systems and provides the most comprehensive detail to date regarding the proposed future for such systems. The proposals are very much in keeping with the direction as set out in the NHS Long Term Plan however they do constitute a significant acceleration in the pace of ICS development.

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The executive team have already discussed at some length the potential implications of the proposals for Oxford Health and potential role the Trust can play in the developing system in the future.

I have attached for the wider Board's information a set of slides summarising the content of the paper and recommend that this should be the subject of a detailed board discussion in the near future.

Oxfordshire Mind

On 20th January I had the privilege of giving the keynote address to the Oxfordshire MIND annual staff conference and would like to put on record my thanks to Dan Knowles, the Chief Executive Officer of Oxfordshire Mind for his invitation to do this. This was a valuable opportunity for me to highlight the importance the Trust attaches to its partnership working with Mind, and indeed the wider third sector, and in addition to set out my vision for the organisation.

STRATEGIC OBJECTIVE 4 – Become a leading research organisation

Since the New Year I have met with Layla Moran, MP for Oxford West & Abingdon and Robert Courts, MP for Witney & West Oxfordshire. Such meetings follow on from a number of previous meetings with our local MPs. During the course of both meetings I was able to highlight the Trust's ongoing response to the COVID-19 pandemic and the challenges we are facing in relation to increasing demand for Mental Health and Community Services. I was also able to brief both parties regarding progress in relation to the Warneford Park Redevelopment. I am pleased to report that both Ms Moran and Mr Courts were extremely supportive of the Trust's plans to re-develop the Warneford site.

Lead Executive Director: Dr Nick Broughton, Chief Executive

Appendix 1: European Union Exit

Appendix 2: System Working 'Integrating Care Summary'