

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

BOD 16/2021
(Agenda item 6)

Board of Directors

14th April 2021

Chief Executive's Report

Strategic Objective 1 – Deliver the best possible care and outcomes

CAMHS Provider Collaborative

On 1st April we received confirmation from the Director of Specialised Commissioning for the South East Region that the Thames Valley CAMHS Tier 4 Provider Collaborative led by Oxford Health had achieved its ambition to become a 'live' provider collaborative. We were one of nine NHS lead provider collaboratives that formally became live on the 1st April. The provider collaborative is now responsible for the provision of Tier 4 Child and Adolescent Mental Health Services across:

- Bath and North East Somerset
- Berkshire
- Gloucestershire
- Oxfordshire
- Swindon
- Wiltshire

In addition to Oxford Health the provider collaborative consists of:

- Gloucestershire Health & Care NHS Foundation Trust
- Berkshire Healthcare NHS Foundation Trust
- The Huntercombe Group
- Priory Healthcare Ltd
- Southern Health NHS Foundation Trust

PUBLIC – NOT TO BE REMOVED UNTIL END OF BOARD MEETING

We had hoped that the Thames Valley Adult Secure Provider Collaborative would also go live on 1st April however, certain financial matters remain unresolved. We are hopeful however, that these can be promptly addressed with a view to the collaborative going live as of 1st May.

Planning Guidance

At the end of March NHS England published details of the finance and contracting arrangements for the first six months of the financial year. These arrangements are supported by an additional £8.1bn of funding provided by the Government of which £7.4bn will be available over the first half of the new financial year reflecting the ongoing impact of the COVID-19 pandemic. In addition to this, £0.5bn has been provided for mental health recovery during the course of 2021/2022. The funding provided has been designed to enable delivery of the Mental Health Investment Standard together with the NHS Long Term Plan priorities for mental health. The funding also covers demographic growth together with service development funding for the transformation of community services including the accelerated roll out of the 2-hour crisis community health response.

A welcome feature of the planning guidance is the focus on reducing health inequalities through the development of population health management approaches to address health inequalities in relation to access to services, patient experience and outcomes.

In addition the guidance highlights the following priorities for 2021/22:

- Supporting health and wellbeing of staff and taking action on recruitment and retention
- Delivering the NHS COVID Vaccination Programme and continuing to meet the needs of patients with COVID-19
- Building on what we have learnt during the pandemic to transform the delivery of services, accelerate the restoration of elective and cancer care and manage the increasing demand on mental health services
- Expanding primary care capacity to improve access, local health outcomes and address health inequalities
- Transforming community and urgent and emergency care to prevent inappropriate attendance at emergency departments, improve timely admission to hospital for emergency department patients and reduce length of stay
- Working collaboratively across systems to deliver on the above priorities

The financial settlement for the second half of the financial year will be agreed once there is greater certainty regarding the challenges posed by the COVID pandemic.

PUBLIC – NOT TO BE REMOVED UNTIL END OF BOARD MEETING

In response to the guidance we are now working closely with system partners in order to develop a draft Operational Plan that is due to be submitted on the 6th of May with a view to the final submission being made on the 3rd of June.

Executive Management Committee

The Executive Management Committee is now well established and met for the third time earlier this month. It has in effect replaced the Extended Executive meeting and now features a smaller membership. The committee will report directly to the Trust Board and will be responsible for overseeing a number of key operational areas including, quality improvement, health and safety, medicines management and delivery of the carbon zero strategy. In addition the committee receives regular updates from the Trust's six clinical directorates.

The committee will help to further strengthen the Trust's internal governance arrangements and ensure that the Trust Board is better sighted on key operational challenges across the organisation.

Strategic Objective 2 – Be a great place to work

Interim Director of Human Resources

I am pleased to report that Mark Warner joined the Trust as our Interim Director of Human Resources on 8th April. Mark brings with him a wealth of leadership and human resources experience particularly in the acute sector.

Plans are now well developed to recruit a new Chief People Officer with interviews all being well taking place in mid-May.

Medical Director

This month's Board meeting will be the final Board meeting that Dr Mark Hancock will attend in his capacity as the Trust's Medical Director. I would therefore like to put on record my sincere thanks to Mark for all he has done during the course of his five year tenure as Medical Director and prior to that during his time as Deputy Medical Director. As colleagues will be aware Mark will be remaining with the Trust as a consultant in forensic psychiatry along with continuing to be the Trust's Chief Clinical Information Officer.

Director of Communications

Lorcan O'Neil will be stepping down from his role as the Trust's Director of Communications and will be leaving the organisation at the end of June. Sara Taylor, Head of Media and Staff Communications, has now assumed responsibility for the

PUBLIC – NOT TO BE REMOVED UNTIL END OF BOARD MEETING

management of the Communications Team. I would like to thank Lorcan for the considerable contribution he has made to Oxford Health during his seven years as Director of Communications during which time he has led numerous important initiatives and ensured that the Trust benefitted from a highly effective and contemporary communications function.

Deputy Director of Finance

Following a highly competitive process, including interviews at the end of March, I am pleased to report that Peter Millican has been appointed as the Trust's Deputy Director of Finance. He will succeed Paul Dodd who has retired following 10 years working for the Trust.

Peter is currently the Associate Director of Finance, Performance and Contracting at West London NHS Trust where he has worked for over six years.

Gender Equality Network

As part of the Trust's celebration of this year's International Women's Day on the 8th March, we launched our new Gender Equality Network. This virtual event was attended by 118 colleagues from across the organization, including both executive and non-executive directors. The Gender Equality Network will be chaired by Debbie Richards, Executive Managing Director for Mental Health and Learning Disabilities.

The network is one of a number of networks that have now been established across the Trust coordinated by the Equality, Diversity and Inclusion Team in keeping with the Trust's ambition to be a truly inclusive organisation that values diversity in all its forms.

Strategic Objective 3 – Make the best use of our resources and protect the environment

Zero Carbon Summit

On the 4th February the Trust's chairman and myself attended the Zero Carbon Oxford Summit chaired by Councillor Susan Brown, Leader of Oxford City Council. We joined representatives from a wide variety of organisations that constitute the city's major employers.

During the course of the event leaders from these organisations supported the aspiration of Oxford achieving net zero carbon emissions by 2040 and also signed the Zero Carbon Oxford Charter. We were able to showcase some of the work that is ongoing across the Trust to reduce our carbon footprint and ensure we become a more environmentally sustainable organisation. The draft Trust Carbon Zero Strategy

PUBLIC – NOT TO BE REMOVED UNTIL END OF BOARD MEETING

was presented to the Executive Management Committee on 6th April with a view to the final document coming to the Board in the summer.

Strategic Objective 4 – Become a leader in healthcare research and education

Biomedical Research Centre

Oxford Health hosts one of only two Biomedical Research Centres (BRC) in the country that is focused on the field of mental health.

The BRC was initially authorised by the National Institute for Health Research (NIHR) in April 2017 for a five-year period. This authorisation is due to be renewed later this year. Work has now begun to prepare for the renewal application and is being led by Professor John Geddes, Director of Research & Development & Director, NIHR Oxford Health Biomedical Research Centre, and coordinated by the BRC Steering Group which I chair.

The NIHR BRC Funding Competition will formally launch on 14th April with a submission deadline for Stage 1 applications on 26th May. Shortlisted applicants will then be invited to submit a full application during Stage 2 of the competition which will begin on 4th August and close on 20th October. Applicant interviews are then expected to take place in April 2022.³

Ensuring that the BRC is re-authorised and that funding for an expanded programme of research is secured is of fundamental importance to the Trust achieving its key strategic objective of becoming a leading research and teaching organisation.

Academic Health Sciences Network update

The Oxford AHSN is publishing quarterly activity reports again following a break during the first phase of the pandemic. The latest report can be found here: [https://www.oxfordahsn.org/wp-content/uploads/2021/02/Oxford-AHSN-2021_Q3report.docxV2 .pdf](https://www.oxfordahsn.org/wp-content/uploads/2021/02/Oxford-AHSN-2021_Q3report.docxV2.pdf) The Q4/annual report will be available in May.

Professor Gary Ford, Chief Executive of the Oxford AHSN, has been elected chair of the national AHSN Network, the body which brings together England's 15 AHSNs. He is also now on the board of the National Institute for Health and Care Excellence (NICE) as a non-executive director. More here: <https://www.oxfordahsn.org/news-and-events/news/network-chair/>

PUBLIC – NOT TO BE REMOVED UNTIL END OF BOARD MEETING

The Oxford AHSN's anxiety and depression network played a key part in this paper on the effectiveness of IAPT services published in the Journal of Health Services Research and Policy:

[https://journals.sagepub.com/doi/abs/10.1177/1355819621997493?journalCode=h
srb](https://journals.sagepub.com/doi/abs/10.1177/1355819621997493?journalCode=h
srb) Co-authors include John Pimm of Oxford Health.

Lead Executive Director: Dr Nick Broughton, Chief Executive