

**Report to the Meeting of the**

BOD 03/2022

(Agenda item: 5)

# Oxford Health NHS Foundation Trust

# Board of Directors

**26th JANUARY 2022**

**Chief Executive’s Report**

**Strategic Objective 1 – Deliver the best possible care and outcomes**

**COVID RESPONSE**

The end of this month will mark the second anniversary of clinicians treating the country’s first patients with COVID-19. Last month marked the first anniversary of the first COVID-19 vaccine dose being administered and this month marks one year of Oxford Health delivering vaccinations in our capacity as the lead provider for the system’s mass vaccination programme. This began at the Kassam Stadium on 25th January 2021 and we are rapidly approaching the delivery of the millionth dose of vaccine.

The pandemic continues to pose considerable challenges to all services across the Trust. The spread of the Omicron variant which began towards the end of last year has caused a significant number of sickness absences particularly over the recent festive period. I would like to put on record my thanks to all those staff across the organisation who have provided cover for colleagues off sick, often at very short notice. I am very aware that many of our staff cancelled leave arrangements and were not able to spend the time they had hoped for with their families over the Christmas and New Year period in order to maintain clinical services. Myself and the entire executive team are extremely grateful for their ongoing commitment to our patients and service users.

I am pleased to report that the number of COVID related absences has decreased in recent days as has the number of COVID positive patients being treated in our inpatient services. It is possible that this in part is a reflection of the relatively high rate of uptake of the COVID booster vaccination when compared to other parts of the country. Clearly however, this remains a concerning and rapidly moving situation and therefore the Executive Team will provide a verbal update to the Board regarding the ongoing operational impact of the pandemic

The Trust has continued to lead the delivery of the COVID Vaccination Programme, across Buckinghamshire, Oxfordshire and Berkshire West. Following the Prime Minister’s announcement last month, and in keeping with the fact that we continue to operate within a Level 4 National Incident Response, the Trust has significantly increased vaccination capacity across its three mass vaccination sites. From mid-December onwards we have been able to deliver 6000 vaccinations per day across these sites, which constitutes a 50% increase when compared to the average daily vaccinations recorded in November.

The focus since December has been the delivery of the Booster Programme and at the time of writing 229,000 booster vaccines have been administered. We have continued to offer appointments to 12-15 year olds and the programme has now extended to the administration of second doses to this cohort. The Trust’s School Immunisation Team began administering COVID vaccines on 10th January to compliment the capacity available at our mass vaccination centres.

On 4th January the Prime Minister visited the mass vaccination centre based at the Guttman Centre in Aylesbury. He had the opportunity to meet with many of our team who together have delivered 150,000 vaccinations and was particularly impressed by the overall performance and efficiency of the centre.

**Operational Planning Guidance**

The Trust received the Operational Planning Guidance for next financial year on 24th December last year.

The objectives set out in the guidance are based on the scenario where COVID-19 returns to a low level and the NHS is therefore is able to make significant progress in the first part of the new financial year in the restoration of services and the reduction of COVID related backlogs. The guidance highlights the importance of accelerating partnership working through Integrated Care Systems in order to make the most effective use of resources available across health and social care. It again highlights the need to reduce inequalities in access to services and the continued focus on the health, wellbeing and safety of NHS staff.

To allow sufficient time for the remaining parliamentary stages to be completed in relation to the establishment of Integrated Care Systems a new target date of 1st July 2022 has been agreed for the statutory arrangements to take effect and for Integrated Care Boards to be legally and operationally established.

In conjunction with the Operational Guidance, NHS England wrote to all NHS organisations highlighting the need to reduce the burden of reporting and to release capacity where possible to manage the ongoing pandemic. The need to streamline oversight meetings and assurance and reporting requirements is stressed. Greater flexibility will also now be given in relation to various year end submissions.

**Executive Team Update**

Grant MacDonald, the Trust’s new Executive Managing Director for Mental Health, Learning Disabilities and Autism Services, will be joining the organisation on 21st March.

I am pleased to report that he will be able to attend the Executive Team’s next Development Session which is scheduled to take place on 3rd March.

**Director of Finance**

Mike McEnaney, the Trust’s Director of Finance, has confirmed that he will be retiring at the end of July this year, after 11 years in post. I can confirm to the Board that the process to find Mike’s successor has begun and we hope to interview for this position on 8th March. The provisional interview panel will consist of Hannah Hamilton, Regional Director of Finance (South East), James Kent, BOB ICS Lead, the Trust’s Chairman, together with Lucy Weston in her capacity as chair of the Audit Committee, and Chris Hurst in his capacity as chair of the Finance and Investment Committee, and myself.

**South East Mental Health Programme**

I have been asked to become the Chief Executive Sponsor for Mental Health across the South East Region and so succeed Sam Allen, who has been appointed to the role of Chief Executive Officer for the North East and North Cumbria Integrated Care System (ICS).

I chaired my first meeting of the South East Mental Health Programme Board on 13th January. The Board will increasingly focus on the transformation of mental health services, reflecting not only the Long Term Plan ambitions, but also the need to increase capacity across services in keeping with the increase in demand that is being experienced in part as a consequence of the impact of the COVID pandemic. It is clearly important for a Trust such as Oxford Health to play a key role in such discussions given the breadth of our services and our research focus.

**Strategic Objective 2 – Be a great place to work**

**Disability History Month**

In keeping with the Trust’s desire to be a truly inclusive organisation and one that values diversity in all its manifestations I am very pleased that we were able to take part in Disability History Month for the first time last year. Between 29th November and 3rd December, a series of live events took place organised by the Trust’s Equality, Diversity and Inclusion Team. The programme was organised in direct response to feedback received from our Disability Equality Network.

I was particularly pleased to be able to join the event that took place on 1st December which marked the formal launch of the Trust’s Access Guides developed in partnership with AccessAble, which is the country’s leading provider of accessibility information for people with disabilities. This was the culmination of a two-year project and in total 93 access guides are now hosted on a new accessibility internet page providing our patients, service users, carers and their families with information regarding the physical accessibility of the Trust’s various sites.

In total nearly 400 people were able to attend the programme of events. The feedback received in relation to these has been extremely positive and I am confident that the programme has sent out a very strong signal that the Trust is absolutely committed to supporting disability equality.

**Learning and Development**

The Trust’s Chief Nurse is currently responsible for Learning and Development. This responsibility will now move to sit with the Chief People Officer from 1st April this year. Planning has begun in relation to this transition which included a virtual meeting with the entire team earlier this month.

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

**Tiny Forest**

On 6th December last year approximately 600 native trees were planted on the Littlemore site as part of the Tiny Forest initiative. A “tiny forest” is defined as a dense fast-growing native woodland which is based on a forest management method developed in the 1970s by a Japanese botanist. The Trust is collaborating with MINI Electric and Earth Watch Europe in this endeavour in order to help boost biodiversity and create an accessible green space for our local communities to reconnect with nature. Along with Martyn Ward, the Trust’s Executive Director for Digital and Transformation, I was pleased to be able to plant a tree. Over the next two years Earth Watch will use this area of woodland as a classroom to monitor and collect data on carbon collection, flood mitigation, thermal comfort, solar shading, biodiversity and the social and wellbeing benefits of having this new green space.

**Integrated Care System (ICS) Development**

Dr James Kent has now been confirmed as the Chief Executive Officer for the Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS. In addition, Javid Khan has been confirmed as the Independent Chair of the ICS and I had an introductory meeting with him on 20th January.

Sue Harriman, the current Chief Executive of Solent NHS Trust, has been appointed as the Chief Executive Officer for the BANES, Swindon and Wiltshire (BSW) ICS. I met with Sue regarding this role and the Trust’s services within the system on 13th January when I was able to once more reiterate Oxford Health’s commitment to continue to deliver both eating disorder and child adolescent mental health services in BSW.

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

**Bennett Professorship of Evidence Based Medicine**

On 6th December last year I represented the Trust on the interview panel for the above Chair. The Bennett Professorship of Evidence Based Medicine is a new position within the Nuffield Department of Primary Care Health Sciences and Jesus College, University of Oxford. At the time of writing the outcome of the interviews is yet to be formally announced.

In keeping with the Trust’s desire to further strengthen its relationship with the University of Oxford I have also agreed to sit on the interview panel for the Michael Davy’s Professorship of Neuroscience. The interviews for this position are scheduled to take place on 2nd February.

**Oxford Health Biomedical Research Centre (BRC)**

We have now received confirmation that the interviews in relation to our BRC Application will take place during the week commencing 4th April.

The BRC will be represented by Professor John Geddes in his capacity as BRC Director, Professor Gavin Screaton, Head of the Medical Sciences Division of the University of Oxford, and myself.

**Toronto - Oxford Psychiatry Collaboration**

The Board will be aware that in November 2020 the Trust signed a formal Memorandum of Understanding with the University of Oxford, the University of Toronto and the Centre for Addiction and Mental Health in Toronto. The aim of this was to help formalise a collaborative relationship between partner organisations and to help ensure the sharing of best practice and advancement of psychiatric research and development across all four organisations.

I am pleased to report that over the last 13 months this collaboration has developed considerably and I have included in the Reading Room a Progress Report that was presented at the Executive Committee Meeting for the collaboration that took place on 12th January.

During the meeting the importance of continuing to focus on digital therapeutics was agreed particularly in light of the learning and feedback that has been obtained during the course of the COVID pandemic on both sides of the Atlantic.

**Lead Executive Director: Dr Nick Broughton, Chief Executive**