

**Report to the Meeting of the**

BOD 44/2022

(Agenda item: 6)

# Oxford Health NHS Foundation Trust

# Board of Directors

**20th JULY 2022**

**Chief Executive’s Report**

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

**Covid**

At the time of writing we are once more seeing an increase in the number of Covid positive inpatients across our services together with the number of staff off work as a consequence of Covid infections. The numbers are broadly comparable to those we experienced in the early spring which is a cause of considerable concern. The executive team will provide a more detailed update regarding the latest position as part of the presentation of the integrated performance report later in the agenda.

**NHS Performance**

On 5th July I attended a meeting of South East NHS Leaders with the National NHSE Team, led by Amanda Pritchard. During this the increasing number of COVID positive patients being admitted to hospital was highlighted, along with the importance of continuing to improve the urgent pathway, particularly in relation to ambulance handovers. A Mental Health Winter Plan is currently in development with this work being led by Anne Eden, Regional Director for the South East, along with Claire Murdoch, National Director for Mental Health.

The meeting also highlighted the key priority areas for the NHS namely: recovery, especially in relation to elective backlog; reform in relation to the transformation of services, building on the learning from the COVID-19 pandemic; ensuring greater resilience of services, especially in relation to our workforce; and respecting the needs of our patients, the taxpayer and staff working across the NHS.

The meeting also focussed on the importance of now developing a single leadership community across the NHS England, involving both system and provider leaders. In keeping with this, Chris Hopson, the recently appointed Chief Strategy Officer, is establishing a chief executive task and finish group to act as a conduit between provider organisations and the national leadership team.

**Wantage Community Hospital**

On 23rd June we hosted a visit by members of the Oxfordshire Health Oversight and Scrutiny Committee (HOSC) to Wantage Community Hospital. This was a valuable opportunity to update our Local Authority colleagues regarding the various out-patient pilot projects that are now up and running together with providing an update regarding the development of the community services strategy.

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

**Executive Team Developments**

July’s Board meeting will be the last Mike McEnaney will attend in his capacity as the Trust’s Director of Finance. Mike will be retiring at the end of the month, following eleven years of dedicated service to Oxford Health and indeed the wider system we work in. He will leave a substantial legacy and therefore, I would like to put on record my considerable thanks to him for all he has contributed to the organisation, and the support he has provided me during the course of my tenure as chief executive.

During his time with the Trust Mike has held a range of key responsibilities. In addition to being the Director of Finance and the executive responsible for the Oxford Pharmacy Store he has previously been responsible for Estates and Facilities, Information Management and Technology, Human Resources and Health and Safety. He played a key role in developing the Trust’s Mass Vaccination Sites as part of our pandemic response, and has been the executive director responsible for whistleblowing.

I am sure I echo the thoughts of the entire Trust Board in wishing Mike a very happy and long retirement.

I would like to take this opportunity to formally welcome Heather Smith as our new Chief Finance Officer. Heather joined us on 11th July and therefore has a period of overlap with Mike as part of her induction to the Trust.

The Executive Team attended a facilitated Awayday on 30th June. This is an element of the development programme for the team that has been developed over the last twelve months. The session included reflection of individual personality preferences, as assessed through the Myers-Briggs Type Indicator (MBTI).

**Freedom to Speak Up**

Interviews are shortly to take place in order to recruit a second Freedom to Speak Up Guardian for the Trust to work alongside Rita Bundhoo-Swift following Caroline Griffith’s retirement. This reflects the importance of developing a strong speak up culture, across the Trust and ensuring that there is an environment in which all staff are able to speak up regarding anything that prevents them from providing the quality of care and service they aspire to.

The National Guardian for the NHS, Dr Jane Chidgey-Clark has recently highlighted the importance of a speak up culture and the contribution this makes to organisational success. Benefits include, improved patient safety and organisational performance.

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

**Integrated Care Boards (ICBs)**

The Integrated Care Board for the Buckinghamshire, Oxfordshire and Berkshire West system became a statutory organisation on 1st July when it also met for the first time. This coincided with the system’s Clinical Commissioning Groups being dissolved.

I am pleased to report that my application to be the mental health member of the ICB was successful. The board’s membership is as follows:

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| Javed Khan | Chair |
| James Kent | Chief Executive Officer |
| Richard Eley | Interim Chief Financial Officer |
| Rachael De Caux | Interim Chief Medical Officer |
| Debbie Simmons | Interim Chief Nursing Officer |
| Rachael Corser | Chief Nursing Officer |
| Saqhib Ali | Non-Executive Director (NED) |
| Sim Scavazza | Non-Executive Director (NED) |
| Aidan Rave | Non-Executive Director (NED) |
| Margaret Batty | Non-Executive Director (NED) |
| Tim Nolan | Non-Executive Director (NED) |
| Steve McManus | NHS Trust / Foundation Trust Partner member |
| Stephen Chandler | Local Authority Partner member |
| Dr Shaheen Jinah | Primary Care Partner member |
| Dr Nick Broughton | Mental Health member |

The purpose of the first meeting was to establish the governance surrounding the ICB, including confirmation of board level named roles, and in addition clarification of the transition arrangements in relation to moving from the previous Clinical Commissioning structure to the ICB. The board approved the establishment of the following board committees each of which will be chaired by a non-executive director:

* Audit and Risk Committee
* People Committee
* Place and System Development Committee
* Population Health and Patient Experience Committee (covers quality and performance)
* Remuneration Committee
* System productivity Committee (covers finance and resources)

The meeting was held in person at Jubilee House in Oxford, and live streamed.

In addition to the ICB, place based governance is being strengthened including through the appointment of place-based directors. Formal offers have been made in relation to these three key appointments, however, at the time of writing they have yet to be formally confirmed.

Included in the reading room is a copy of the presentation that was recently given to the Oxfordshire Health and Well-being Board regarding ICS development.

The Integrated Care Board for the Bath and North East Somerset, Swindon and Wiltshire system also became a statutory organisation on 1st July and the Trust will be an active partner in this system. Included in the reading room is a copy of the press release marking its commencement following a successful transition from the region’s former clinical commissioning group.

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

**Oxford Academic Health Partnership (OAHP)**

The Trust is an active member of Oxford Academic Health Partners, which is one of the country’s eight Academic Health Science Centres. This is a partnership bringing together expertise from universities and health organisations with the aim of improving healthcare by translating early scientific research and discoveries into clinical benefits for patients.

Included in the reading room is a brief report summarising the work of OAHP over the last two months.

**Applied Research Collaboration (ARC)**

Oxford Health hosts the Applied Research Collaboration for Oxford and the Thames Valley. The ARC’s Strategy Board meeting is chaired by myself. The Board met face to face for the first time in over two years on 21st June and received an update from Professor Ray Fitzpatrick, regarding community health and social care improvement.

During the meeting the importance of the work of the ARC being effectively communicated to the evolving BOB Integrated Care Board was highlighted, as was the need for the system to engage effectively with the considerable research infrastructure that is now in place across BOB including the two Biomedical Research Centres.

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