

## Cover Sheet

Public Trust Board Meeting: Wednesday 19 January 2022

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**Title:** Chief Executive Officer's Report

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**Status:** For Information

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**Board Lead:** Chief Executive Officer

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## Executive Summary

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## Chief Executive Officer's Report

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### 1. OUH Consultant recognised in New Year Honours

- 1.1. Congratulations to **Professor Richard Haynes**, a Renal Consultant at OUH, who was awarded an MBE for Services to Global Health in the New Year Honours List on 31 December 2021.
- 1.2. He was honoured for his role as the co-ordinator of the University of Oxford's COVID-19 RECOVERY treatment trial.
- 1.3. Professor Haynes said: "I am excited, flattered and embarrassed to receive this honour. I am only receiving this because of the incredible efforts of my friends and colleagues in the RECOVERY team and wider university. I dedicate it to them, and to all our collaborators at hospitals in the NHS and around the world who have given themselves to this effort.
- 1.4. [You can read more about Professor Haynes' achievement in a news story on our website.](#)

### 2. My personal decision to step down as CEO on 30 June 2022

- 2.1 I announced on 11 January 2022 that I will be stepping down as Chief Executive Officer on 30 June 2022 after almost seven years in the role.
- 2.2 I have very much enjoyed leading OUH since 2015 and I want to take this opportunity to thank every member of staff for delivering compassionate excellence to the populations and patients who we serve, especially during the current difficult circumstances of the COVID-19 pandemic.
- 2.3 I am very proud of everything we have achieved together as OneTeamOneOUH in response to the pandemic and of the strength of our unique relationship with the University of Oxford, which means our staff and patients have played a key role in Oxford's place at the very heart of global research into COVID-19.
- 2.4 At this stage in my life, I have decided to spend more time with family and friends around the world and so I have announced that I will be stepping down from my role at OUH at the end of June.

### 3. Beyond Words . . . Images from the COVID-19 Pandemic

- 3.1** We are proud to launch *Beyond Words . . . Images from the COVID-19 Pandemic* – printed books are being provided free of charge to all staff who have requested to receive a copy and we are also providing copies for governors, volunteers and the many other people who have supported our response to the pandemic.
- 3.2** Thanks to funding from Oxford Hospitals Charity, we have developed this new book to create a permanent record of images to mark an extraordinary time in the personal and professional lives of all our OneTeamOneOUH staff.
- 3.3** The title of the book reflects the fact that our experiences during the past two years are truly ‘beyond words’ but powerful images can tell a story and evoke emotions of an unprecedented time.
- 3.4** I am delighted that so many staff submitted photos for inclusion in the book which has been designed and produced in-house by our Communications and Oxford Medical Illustration (OM) teams, working closely with the Charity.
- 3.5** [\*Beyond Words . . . Images from the COVID-19 Pandemic\* is also available to read online.](#)

### 4. Thank you to our OneTeamOneOUH staff for their response to Omicron

- 4.1.** I would like to personally thank all those staff who were at work over the festive period in our hospitals to ensure that our patients continued to receive the best possible care during the latest Omicron wave of the COVID-19 pandemic.
- 4.2.** The Christmas and New Year period was challenging for the NHS here in Oxfordshire – and indeed nationally – with a steady increase in the number of COVID-19 positive patients in our hospitals and staff absences due to COVID illness and self-isolation.
- 4.3.** I would like to thank all staff who pulled together and showed great flexibility, and continue to do so this January.

### 5. Celebrating a year of COVID-19 vaccinations at OUH

- 5.1.** Wednesday 8 December 2021 marked a year since the [first COVID-19 vaccination was administered at the Churchill Hospital in Oxford](#), run by OUH staff, which was originally one of 50 designated hospital hubs.

- 5.2.** As of Tuesday 7 December 2021, a total of 54,717 vaccinations had been administered to OUH and other health and social care staff, patients, and vulnerable members of the public. This included first, second, and booster doses.
- 5.3.** On behalf of the Trust Board, I would like to say a heartfelt thank you to our vaccination team for what they have achieved together over the last year, delivering thousands of life-saving vaccinations and protecting so many people, including their colleagues.
- 5.4.** Tuesday 4 January 2022 was another landmark date as we marked a year since the NHS launched the rollout of the Oxford-AstraZeneca vaccine – with patients at OUH the first in the world to receive it.
- 5.5.** We can be proud of the strong partnership between OUH and the University of Oxford, especially in the area of the vaccine clinical trials. Hundreds of OUH staff took part in these trials and so played a role in the development of this life-saving vaccine here in Oxford.

## **6. Nominations flood in for our Staff Recognition Awards**

- 6.1.** Our OneTeamOneOUH staff, as well as members of the public and patients, were invited to nominate a member of staff or a team who has gone the extra mile to provide outstanding care when we launched our Staff Recognition Awards in December.
- 6.2.** I am delighted that we had such a positive response with almost 1,400 nominations by staff of their colleagues, as well as almost 100 nominations by patients, their families and carers to say a special 'thank you' to the staff they feel have made a real difference during their time in our hospitals and therefore deserve recognition through our Patients' Choice Award.
- 6.3.** The Staff Recognition Awards are part of our commitment to recognising and celebrating our OneTeamOneOUH staff.
- 6.4.** The Patients' Choice Award was established in 2016 to celebrate the inspiring and innovative work that staff do across the Trust every day to improve the lives of patients and service users.
- 6.5.** Selection panels in our clinical divisions, as well as a Trustwide panel, now have the tricky task of deciding which staff and teams will be shortlisted in each category ahead of divisional awards events and a Trustwide awards evening later this year.
- 6.6.** Thank you to Oxford Hospitals Charity whose support makes the Staff Recognition Awards possible.

## 7. New diagnostic centre will provide care closer to home

- 7.1. Patients across Oxfordshire will benefit from earlier diagnostic tests being available in a convenient community location, thanks to the development of the new Oxford Community Diagnostic Centre (CDC) in Cowley.
- 7.2. We have developed the Oxford CDC in partnership with [Perspectum](#). It is one of 43 CDCs nationally that the Government has funded to provide diagnostic services closer to where patients live.
- 7.3. Not only will patients receive diagnostic tests more quickly but its community location means that people won't need to come onto one of our acute hospital sites. Early diagnosis is key to successful treatment, and the development of the Oxford CDC will help us achieve this.
- 7.4. [More details are available on our website.](#)

## 8. Horton Hip Fracture Team highlighted in national audit

- 8.1. I would like to congratulate the Hip Fracture Team based at the Horton General Hospital in Banbury who have once again performed strongly in the annual National Hip Fracture Audit.
- 8.2. The team met all of its best practice criteria in nearly 92% of patients – the national average was 55% – while more than 90% of patients admitted to the hospital underwent surgery either on the same day or on the next day, compared with a national average of 69%.
- 8.3. The annual National Hip Fracture Audit compares the performance of 173 trauma units in England and Wales.
- 8.4. Thank you to all staff for maintaining such a high quality of timely care for patients throughout the COVID-19 pandemic.
- 8.5. [You can read more about the Horton Hip Fracture Team on our website.](#)

## 9. Medical imaging 'flight simulator' spun out as new company

- 9.1. I am delighted that a group of radiologists at OUH have set up a new company to enhance the interpretation of medical imaging by clinicians, in order to improve patient care.
- 9.2. The [RAIQC platform](#) was developed as a teaching and training tool at OUH to allow staff to improve their medical image interpretation skills in a secure and anonymised web-based environment.
- 9.3. Now RAIQC Ltd has been launched to allow it to grow and be accessible to more staff across the NHS and beyond. As well as its training and education purpose, RAIQC (Report And Image Quality Control) gives users instant

feedback on how well they are interpreting all kinds of medical images and enables them to benchmark themselves against their peers and experts.

**9.4.** We are keen to develop a culture at OUH where innovation is embraced and so it is encouraging to see this groundbreaking project becoming a company in its own right.

**9.5.** I hope that more staff at OUH feel empowered to come forward with their fresh ideas and understand how we can support and commercialise them to make them scalable.

## **10. Best ever NHS Staff Survey response rate**

**10.1.** I would like to thank all OUH staff who had their say and made their voices heard by taking the time and trouble to complete the annual national NHS Staff Survey which was open from 27 September to 26 November 2021.

**10.2.** In total, 57% of staff who were eligible to participate took part in the 2021 survey – which is our best ever response rate and a significant improvement on 2020 when 53.1% of staff took part.

**10.3.** The results of the NHS Staff Survey will be published nationally – and will be shared with all staff on the same day. We don't have a confirmed date yet for publication but it is usually in late February/early March.

**10.4.** Having more than half of our staff sharing feedback on what is working well and what could be even better will enable us to work together with our people to co-design improvements to make OUH a great place to work when the survey results are published.

## **11. Oxford Biomedical Research Centre (BRC) news**

### **11.1. COVID-19 research news**

People who were hospitalised with COVID-19 and continued to experience symptoms five months later show limited further recovery one year after hospital discharge, according to the [latest results of the PHOSP-COVID study](#), a major national study looking at the long-term health impacts of COVID-19. The study also confirmed earlier research that people who were less likely to make a full recovery were female, obese and required invasive mechanical ventilation during their hospital stay. Oxford investigators, supported by both the Oxford BRC and Oxford Health BRC, have been prominent in PHOSP-COVID due to their expertise in multi-organ imaging, mental health and lung disease.

Researchers have reported the results of the [largest ever study](#) to compare the risks of cardiovascular events – such as myocarditis, pericarditis, and cardiac arrhythmia – between different vaccines and COVID-19 infection. The study, led by University of

Oxford researchers supported by the Oxford BRC, was the first to investigate the association between cardiac events and the Oxford-AstraZeneca vaccine. The main findings were that, while there are some increased risks of rare heart-related complications associated with vaccines, these are much lower than the risk associated with getting COVID-19.

A proof-of-concept trial involving Oxford researchers has found that the rheumatoid arthritis treatment namilumab is a potential therapeutic to treat patients who are hospitalised with COVID-19 pneumonia and who have high levels in their blood of a protein called CRP, which are associated with inflammation and are a potential early marker to predict risk of severe COVID-19. [The CATALYST Trial](#) is a collaboration between the Universities of Birmingham and Oxford and is supported by the Oxford BRC.

The RECOVERY Trial has been [launched in South Africa](#), the fifth country to take part in the world's largest clinical trial investigating treatments for COVID-19. Since it was launched in March 2020, the trial, which is supported by the Oxford BRC, has discovered three effective treatments for COVID-19. As the pandemic continues to affect both high- and lower-income countries, treatments are needed that are suitable for a wide range of patients and healthcare systems.

University of Oxford researchers, supported by the Oxford BRC, have [identified the gene](#) responsible for doubling the risk of respiratory failure from COVID-19 – 60% of people with South Asian ancestry carry the high-risk genetic signal, which could partly explain the excess deaths seen in some UK communities.

## 11.2. Other Oxford BRC news

Using cutting-edge genomic sequencing techniques, researchers at the University of Oxford have [identified almost all the genomic variation](#) that gives people resistance to 13 of the most common tuberculosis (TB) drug treatments. The CRyPTIC research project collected the largest ever global dataset of clinical TB samples, consisting of over 15,000 samples from 27 countries. The findings from the team, who are supported by the Oxford BRC, were published in nine pre-print papers.

Lowering high blood pressure is an effective way to reduce a person's risk of developing type 2 diabetes in the future, a new study supported by the Oxford BRC has found. It found that the protective effects of blood pressure-lowering drugs were wider reaching than previously understood and may [directly reduce a person's risk](#) of type 2 diabetes. The study, the most detailed of its kind to date, involving more than 145,000 people from 19 randomised clinical trials across the world.

A world-first scientific study has shown that whole genome sequencing (WGS) can [uncover new diagnoses](#) for people across a wide range of rare diseases and could

deliver huge benefits for the NHS. The study was based on analysis of the genes of 4,660 people who took part in the 100,000 Genomes Project. University of Oxford genomics researchers, supported by the Oxford BRC, were among the study's authors.

New research has revealed that symptoms of irritable bowel syndrome (IBS) may be caused by the [same biological processes](#) as mental health conditions such as anxiety. An international team, including researchers from the Oxford BRC, identified several genes that provide clues into the origins of IBS – and these genes were found to have roles in the brain, rather than the gut or bowel.

A study has identified potential [new therapeutic targets](#) for the treatment of inflammatory bowel disease (IBD), giving hope to millions of patients with ulcerative colitis or Crohn's disease. The research team from the University of Oxford's Kennedy Institute of Rheumatology and Translational Gastroenterology Unit (TGU) were supported by the Oxford BRC. The study defined a subset of patients with IBD who do not respond to current therapies such as anti-TNF therapy, paving the way for more precisely targeted treatments in future.

A new Oxford-based drug-discovery spin-out company has been launched with the aim of developing targeted therapies for myeloproliferative neoplasms (MPNs), a group of chronic blood cancers that begin with mutations occurring in cancer stem cells in the bone marrow. a specific family of blood cancers. Alethiomics was founded by Oxford BRC-supported researchers Professor Adam Mead and Professor Beth Psaila, with support from Oxford University Innovation.

New research has shown that doctors who use an artificial intelligence algorithm to assess echocardiograms are [more accurate](#) and more confident in their decision making. The study, supported by the Oxford BRC, has paved the way for a follow-up randomised trial to run across 15 UK sites over the next 18 months, funded by a major grant from the NIHR AI in Healthcare Awards.

An analysis of the Oxford BRC's publications between 2012 and 2017, the BRC's second five-year period of NIHR funding, has revealed not only the [large number of research publications](#) by its researchers but also the huge network of collaborations in which they were involved. The 2,377 translational research papers published during this period were cited more than 155,000 times, with a citation rate seven times higher than equivalent publications.

An innovative new treatment for children with type 1 diabetes that is offered at the Oxford Children's Hospital has been [featured on BBC's The One Show](#). The report featured OUH's paediatric diabetes team, who are supported by the Oxford BRC, and a six-year-old patient, who has been fitted with a hybrid closed-loop system, also known as an artificial pancreas.

The Oxford BRC has published its new patient and public involvement and engagement (PPIE) strategy. The [new strategy](#) was produced following extensive consultations with PPIE contributors and researchers and other key stakeholders. New PPIE contributors from communities not usually involved - such as minority ethnic and LGBT+ communities, and young adults - contributed a total of 200 hours to develop the strategy.

The Oxford BRC has supported the production of a new video aimed at patients and the public by the Centre for Personalised Medicine on [polygenic risk scores](#) and how they can be used in healthcare.

## **12. Oxford Academic Health Science Network (AHSN) and Oxford Academic Health Partners (OAHP) news**

### **12.1. Oxford Academic Health Science Network (AHSN) news**

The Oxford AHSN has published its [latest quarterly report](#) covering July-September 2021. It details activities supporting local and national healthcare priorities and includes four case studies outlining how the AHSN encourages innovation and improves patient outcomes. One of these highlights an initiative pioneered at the OUH supporting safe administration of IV therapy at home using elastomeric devices. The report was discussed at the AHSN Board meeting on 19 November.

OUH was well represented during two days of detailed meetings between the Oxford AHSN and Matt Whitty, the Director for Innovation, Research and Life Sciences at NHS England. OUH Chair, Professor Sir Jonathan Montgomery took part in discussions around cardiovascular disease initiatives and support for clinical and industry innovators. This session also included input from stroke consultant George Harston on AI technology supporting stroke services and pharmacist Sophie McGlen on how the AHSN's support programme for innovators has helped her develop the IV therapy at home initiative mentioned above.

The Oxford AHSN will work with partners in the NHS and industry across the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS) to help bring down waiting times for high volume, low complexity elective surgery after winning more than £400,000 from the [NHSX Adoption Fund](#) for digital transformation.

[The winner of the Oxford AHSN Accelerator 2021 is cancer diagnostics company Oxomics.](#)

Dr Paul Durrands, Oxford AHSN Chief Operating Officer, co-wrote this [blog on the journey to NHS net zero](#). The AHSN has also just published this [case study on how a test for pre-eclampsia is bringing environmental benefits](#) – as well as helping

thousands of pregnant women. It has gone from an Oxford research project to national roll out to most maternity units.

## **12.2. Oxford Academic Health Partners (OAHP) news**

The Board of the OAHP met in both October and November 2021 – key areas for discussion and action included:

- The Terms of Reference for the Joint R&D Committee, established in 2013 as part of the OUH/Oxford University Joint Working Agreement, have been updated to include Oxford Health NHS Foundation Trust and Oxford Brookes University.
- The Board noted that both the Oxford BRC and the Oxford Health BRC have submitted their applications for Stage 2 of the BRC renewal competition – the Board of the OAHP will continue to work with both BRC Directors and their teams to support these applications and to ensure the right preparation for the interviews to be held in April 2022
- The Chief Operating Officer of the OAHP updated the Board on proposed actions in relation to developing a higher profile and developing the OAHP's long term goals – the Board agreed that the development of communications was important and that the linkages between the two universities and the two trusts during the COVID-19 pandemic had been very effective and should be developed and supported
- Very positive feedback had been received from the NIHR on the OAHP Annual Report and Case Studies for 2020/2021

Regular updates about the OAHP are available at [www.oxfordahsc.org.uk](http://www.oxfordahsc.org.uk).