



Oxford University Hospitals
NHS Foundation Trust

Our Strategy 2020-2025



Delivering Compassionate Excellence

Our Strategy for 2020-2025



OUR PEOPLE



OUR PATIENTS



OUR POPULATIONS

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www.ouh.nhs.uk

Welcome



Professor Sir Jonathan Montgomery Dr Bruno Holthof

Welcome to our OUH strategy, which we will be using to guide our priorities and decisions over the next five years.

At OUH, we have much to be proud of. We are one of the largest teaching trusts in the UK, with 12,000 staff providing compassionate care through over 1 million patient contacts each year. We provide a range of acute and specialist services to patients across Oxfordshire and the South East, while treating patients from across the UK and further afield. We have an international reputation for the innovative treatments we provide and pioneer through our world-class research, education and university partnerships.

Our Changing Context

Over 2019-20, over 2000 of our staff, patients and partners worked together to develop a new strategic vision for OUH and how we will work with our wider health and care system. We were in the final stages of pulling this strategy together when the COVID-19 pandemic shifted our focus, requiring us to quickly reshape our hospitals and services so we could safely meet the needs of our patients and protect and support our staff.

Through the Trust COVID-19 response, we saw amazing local initiative and flexibility across our services, with teams adapting the ways they worked, creating extra capacity and finding new ways to care for our patients.

As the weeks went on, it became clear that across the Trust we had in fact started to put in place many of the longer term strategic shifts that we had hoped to achieve as part of the next five years. You can find examples of these on pages 6-7. Whilst the experience of COVID-19 has changed our context, it has also underlined the importance of many of the strategic changes outlined here and given us much to build on in the months and years ahead.

Our Strategy Framework

Our new strategic framework is founded on our vision and values and organised around three strategic objectives – our 3 'P's.

Over the next five years, we will:



make OUH a great place to work by delivering the best staff experience and wellbeing for all **Our People**, supported by a sustainable workforce model and a compassionate culture



improve the access, quality and experience of care for all **Our Patients**



work with partners to improve the health and wellbeing of **Our Populations**, working collaboratively to deliver integrated and sustainable services

These ambitions are supported by five themes – which set out how we will achieve these shifts – through digital technology, innovation and research, by delivering care close to home, by building an inclusive and supportive culture, and by getting the basics right to support the changes we want to see.

Taking this forward

We will now work together across our teams, services and the system to embed this strategy and use it to help us to reshape our services and the ways we work.

We look forward to working together to make our new shared vision a reality.

Professor Sir Jonathan Montgomery
Chair

Dr Bruno Holthof
Chief Executive Officer

Our Context

At OUH, we are **one of the largest teaching trusts in the UK**, with an international reputation for the innovative treatments we provide and pioneer through our world-class research, education and University partnerships.

We work across four main hospital sites in Oxford and Banbury and 44 other locations.

Churchill Hospital	Horton General Hospital	John Radcliffe Hospital	Nuffield Orthopaedic Centre	44 Community Locations
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Our Partnerships

World-class universities

- We partner with the **University of Oxford** to deliver world-leading scientific research, pioneering discoveries that transform care for millions of people worldwide, alongside working together through a world-leading medical school
- We partner with **Oxford Brookes University** to deliver nursing, midwifery, Allied Health Professional, management education and research to train and equip the healthcare leaders of the future

Our Networks

- We play a leadership role, hosting and contributing to multiple regional and national **clinical networks** to deliver and improve specialist clinical services
- We are a member of the **Shelford Group**, a collaboration of 10 of the largest teaching hospitals in England, learning from each other and collectively influencing national policy

BOB Integrated Care System

- We are working closely with health, social care and voluntary sector partners across **Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS)** to deliver joined-up and integrated care for our populations
- We also collaborate across **Oxfordshire Integrated Care Partnership (ICP)**, working with colleagues in local government, primary care and other health, care and community organisations to improve the co-ordination and delivery of care for our local population



Why we need a new Strategy

Across all our services and our wider health and care system, it is clear that things are changing:



We serve a **growing and ageing population**, with local housing growth, alongside increasing numbers of people aged 85 and over, requiring us to better co-ordinate and join up care



The **COVID-19 pandemic** has significantly changed the way we work and we need to continue to work together with our staff, patients and our partners to deliver care safely



There are **significant differences in healthy life expectancy** and quality of life across different areas within Oxfordshire, with recent data suggesting that this gap is widening



Attracting, training, supporting and retaining the right workforce is one of our biggest challenges and a key challenge across the NHS



Digital technology, innovation and Artificial Intelligence (AI) are creating opportunities to radically transform how we deliver our services and make them more effective and efficient



We have growing opportunities to collaborate beyond OUH and across our local health system and networks to join up care, share learning and improve outcomes for patients

Our new strategy puts us in the best position to address these changes and to meet the ambitions of the NHS Long Term Plan, NHS People Plan and the BOB ICS Plan across all of our teams and services and by working with our partners.

Our Strategic Framework 2020-2025

This is our strategic framework, developed by our staff and built on our vision and values



OUR OBJECTIVES

Across everything we do at OUH, we focus on the following three strategic objectives:

-  We will make OUH a great place to work by delivering the best staff experience and wellbeing for all **Our People**, supported by a sustainable workforce model and a compassionate culture
-  We will improve the access, quality and experience of care for all **Our Patients**
-  We will work with partners to improve the health and wellbeing of **Our Populations**, working collaboratively to deliver integrated and sustainable services

STRATEGIC THEMES

To support us to achieve our objectives, we are focusing on five themes

- **Close to Home:** We will support patients to manage their own health and will work together with partners to deliver joined up services, close to home
- **Digital by Default:** We will be digital by default, scaling up digital outpatient appointments, virtual clinics and digital ways of working
- **OneTeamOneOUH:** We will be #OneTeamOneOUH, working together to create an inclusive culture and make OUH a great place to work for all
- **Getting the Basics Right:** We will get the basics right across our key enablers such as our estates, governance and key processes to support all our teams.
- **World-Class Impact:** We will celebrate and strengthen our unique world-class research, education and innovation so that we can continue our global impact in improving health and care

VALUES

Our values are:

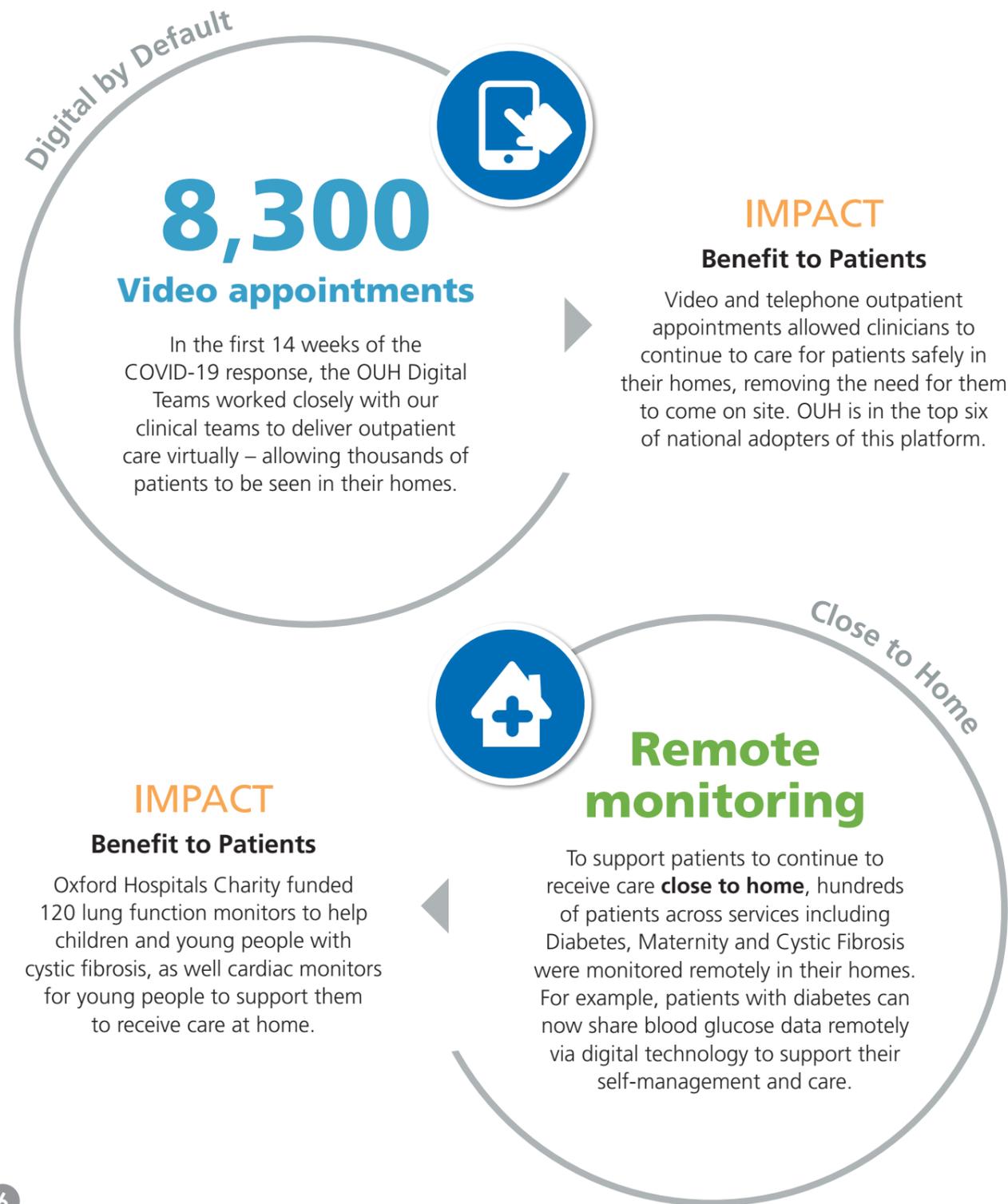
Learning | Respect | Delivery | Excellence | Compassion | Improvement

VISION

Our vision is:

Delivering Compassionate Excellence for our People, our Patients and our Populations.

During our COVID-19 response, we made lots of changes in line with our strategy...



Our Strategic Objectives

To support us in achieving our vision, we are focusing on these three objectives:



Over the next five years, we will:

- Make OUH a great place to work by delivering the best staff experience and wellbeing for all **Our People**, supported by a sustainable workforce model and a compassionate culture
- Improve the access, quality and experience of care for all **Our Patients**
- Work with partners to improve the health and wellbeing of **Our Populations**, working collaboratively to deliver integrated and sustainable services



OUR OBJECTIVES

Our People

Making OUH a great place to work, so that by 2025 our staff engagement is in line with the best

1. Looking after our People

- **Enabling safe and healthy lives** – we want everyone at OUH to feel they belong and have the best experience and wellbeing. This will include making sure our people, teams, and their families have access to a comprehensive health and wellbeing offer. We will embed ‘leading with care’ as a core leadership behaviour and harness the importance of a team-based approach to wellbeing, focused on building and maintaining healthy and effective teams.
- **Including and valuing everyone as part of #OneTeamOneOUH** – we are proud of the diversity of our 12,000 staff and we will focus on strengthening our culture so that everyone feels they belong and are valued. We will ensure an open, inclusive and just culture in which everyone is confident that their feedback, ideas and concerns will be listened to and acted upon appropriately. We will also tackle inequality and discrimination, including in relation to race, gender, and disability.
- **Retaining our people and working more flexibly** – we want people to stay at OUH and develop fulfilling careers with us. We will better understand the reasons why people choose to leave OUH and address these underlying causes, including by focusing on key priorities such as transport and access to work, investing in career development, and ensuring more flexible options in our ways of working.

2. Supporting personal and professional development

- **We will embed Values Based Appraisals** – enabling our people to have meaningful appraisals that celebrate their successes and identify clear objectives that align to team and organisational priorities. We will invest in our people’s professional development to support their career pathway and increase opportunities to get involved in research through working with our university partners.
- **Developing our leaders** – we are committed to investing in the development of our leaders. We will achieve this by defining what great leadership is and developing a clear leadership behaviours framework to underpin a portfolio of leadership development programmes. This will enable us to take a fair and equitable approach to developing our leaders at all levels of the organisation, in a way that is representative of our diverse workforce. We will support learning based on real, everyday leadership challenges leading to long-term behaviour change. We will also work collaboratively with our health and care partners to create new development opportunities for our leaders across the system.
- **Fostering great teams** – we will build a culture of great teams that have both a clear purpose and clear objectives aligned to our strategy. We will invest in the Affina Team Journey – this is an evidence-based team assessment and development tool that improves performance, encourages innovation, shapes a team’s ability to manage change, and enhances team members’ satisfaction, sense of belonging and wellbeing.

3. Growing our team and developing new ways of working

- **Growing our team** – workforce has been highlighted by our teams as the single biggest challenge facing services across the Trust. It is clear that recruiting the right people in the right numbers is the foundation of everything else we do. We will recruit internationally while also supporting and growing the domestic pipeline into our key professions, including by working collaboratively with partners and by supporting return to practice. We will follow best practice recruitment, making best use of the OUH ‘brand’, ensuring consistent messaging to attract the best candidates. We will also be an ‘employer of choice’, delivering the best possible recruitment processes and providing a positive experience for those joining OUH, through a welcoming, clear and supportive induction. We will also continue to streamline and modernise our HR processes to ensure they are easy to navigate and support efficient recruitment and retention.
- **Building a fit for the future team** – we will be bold and creative, offering more flexible and varied roles, and greater opportunities for deploying people and supporting the learning of new skills across the Trust. We will be proactive in focusing on the workforce of the future by looking at skill mix changes, volunteer opportunities, growing apprenticeships, and how we can further develop our clinical teams through growing nursing associate programmes and advanced clinical practice roles. To support resilient teams, we will implement best practice workforce design and planning, conducting robust workforce analysis and taking action to mitigate key gaps.

- **Collaborating across our local health and care system** – in all of this, we will work in collaboration with our local system. We will do this both in Oxfordshire - with our education, university, social care and other local partners - and across the BOB ICS. We will support system approaches to recruitment, retention, development, leadership, talent management, wellbeing and staff passports across geographies, and learn from and support each other.



KEY MEASURES

How we will know if we are successful:

- Improved Staff Survey scores year on year
- Reduced staff turnover and leavers within a year
- Reduced medical, nursing and AHP vacancies
- Improved performance on Workforce Race Equality Standard, Gender Pay Gap and Workforce Disability Equality Standard
- Improved compliance with Statutory and Mandatory Training
- More staff enrolled in research, leadership or other development programmes
- % BAME staff in leadership positions
- Improved appraisal rates



OUR OBJECTIVES

Our Patients

Delivering high quality care and experience and improved health outcomes

1. Delivering high quality care

- **Delivering outstanding patient-centred care** – across all of our teams and services, we will work to improve the quality of care we deliver so that we become ‘outstanding’ across all CQC domains (Safe, Effective, Caring, Responsive, Well-led), delivering timely access and improved health outcomes for patients. As part of this, we will work to provide holistic, patient-centred care by focusing on people’s physical and mental wellbeing across all of our services.
- **Building a culture of clinical effectiveness and improvement** – we will adopt a stronger focus on improving the quality of the care we provide our patients by establishing Quality Improvement approaches across our teams and services, reducing waste and tackling variation. We will do this by making use of data and national benchmarking such as Getting It Right First Time (GIRFT), improving our processes and learning from others.

2. Continuously improving patient safety

- **Ensuring a safety culture** – we will create a ‘Just Culture’ across the Trust to encourage staff to report incidents and raise concerns. We will learn from incidents in order to reduce harm and we will embed Safety Huddles across the organisation to improve safety for patients and staff on a daily basis.

- **Ensuring safe staffing and environment** – Linked to ‘Our People’ objective, we will ensure we have the right staff in the right place to deliver consistently high quality care, using benchmarking information to identify areas for action and improvement. Delivering care within a safe environment is a fundamental part of ensuring safe care so we will continue to invest in improving and maintaining our estates and facilities across the Trust.

3. Working with patients to improve their health, care and experience

- **Working with patients to manage their health and wellbeing** – across our services, we will work with patients to enable them to manage their own health and wellbeing and personalise their care, particularly for those with long-term conditions. To enable this, we will increase the use of virtual clinics, improve patient education and training and the information available through the Patient Portal.
- **Increasing patient and public involvement** – we will increase patient involvement in how we design and deliver services by increasing patient representation on patient panels, service boards and within networks. To support this, we will develop new ways of providing digital feedback to drive improvement.



Priorities from our patients:

Through patient surveys and discussions, we have heard the following key priorities from patients:

- Improving **transport and access** – improving car parking and public transport and reducing the need for journeys by delivering care closer to home
- Delivering **care closer to home** – reducing the need to come to hospital sites with more satellite services and outreach clinics in local communities and by using digital technology
- **Seamless care** across the system – improving communication across different parts of the system, including with GPs, and with other trusts and community services
- **Modernising outpatients** and improving communication – making it easier to book online, improving communication with patients through timely letters or digital reminders
- **Supporting staff** – recognising how hard staff work and the need to better support them as they support patients



KEY MEASURES

How we will know if we are successful:

- Care quality ratings from our regulators (CQC Safe, Effective, Caring, Responsive, Well-led)
- Patient waiting times – to ensure timely access
- Reduced number of patient harm incidents
 - Patient feedback and outcome and experience measures
 - Clinical outcome data



OUR OBJECTIVES

Our Populations

Working together to improve population health and wellbeing and deliver integrated and sustainable services

1. Providing integrated care, close to home

- **Transforming Outpatients** – in line with the NHS Long Term Plan commitment to reduce face to face outpatient appointments by a third, we will redesign how we deliver our outpatient services, moving appointments off hospital sites and closer to home by utilising digital and community settings.
- **Working with primary care, community services and across the BOB ICS** – we will work closely with the new Primary Care Networks and integrated community health teams across Oxfordshire to join up care across pathways and services and to support keeping people out of hospital with the care they need close to home. We will continue to play an active role within the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) to deliver the service improvements and integration as set out in the NHS Long Term Plan
- **Developing and strengthening our regional and national networks and impact** – as a tertiary centre, we provide specialist care to patients from across our region, nationally and in some cases internationally. Over the next five years we will build on our role as a regional and national specialist provider, networking with partner organisations to share best practice and to deliver integrated patient pathways in the most appropriate place. The detail of how we do this will be a key focus of our clinical strategy, to be developed in 2020-21.

2. Improving the health and wellbeing of the communities we serve and reducing our environmental impact

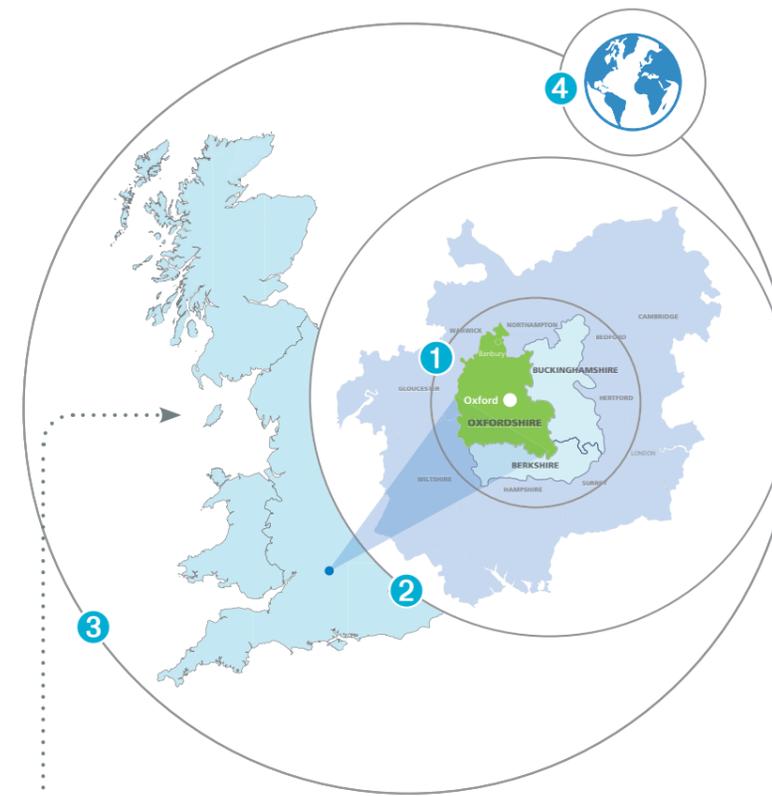
- **Increasing our focus on prevention and public health** – we have an important role to play in supporting the wider health and wellbeing of the populations we serve and to keep people well in the community. We will therefore work more closely with partners across our ICP and ICS to identify opportunities to help prevent ill health and to keep people well.
- **Working with partners to reduce health inequalities** – across our local area, there are significant differences in healthy life expectancy and quality of life depending on levels of deprivation. We will work more proactively with partners to contribute to reducing these inequalities, looking to ensure timely and equitable access to services and improved outcomes for particular patient groups.
- **Reducing our environmental impact & recognising our role as an anchor** – we will increasingly focus on reducing our environmental impact, developing an environmental sustainability plan. As a starter, we will take action to remove single use plastics from our sites, reduce our reliance on paper for patient communications and our key processes, and make it easier for patients and staff to access our sites and services closer to home, promoting and enabling sustainable journeys when required.

3. Delivering sustainable services

- **Making the best use of our financial resources to ensure sustainability across the system** – working with other organisations at ICS and ICP level, we will work to develop and maintain a sustainable local and regional health economy and to be a financially sustainable organisation within it. To achieve this, at Trust

level we will make the best use of our resources, making investment decisions aligned to our strategic priorities, developing commercial partnerships and making the most of our assets and estates. At team and service level, we will focus on delivering the best value for patients and improving our efficiency and productivity.

- **Designing and delivering services at the right level of the system** – we will adopt a more system-focused approach to the design and delivery of services, ensuring that decisions about any future growth and provision of services work within the system as a whole, and that services are delivered in the context of the right patient pathway, location or provider. For example, it might make sense for some of our services to be delivered outside of our hospitals and within the community, in partnership with GP surgeries or by another NHS provider within the region. These decisions will be a key focus of our clinical strategy, to be developed in 2020-21.



Serving Our Populations through:

- 1. **Local** care
- 2. **Regional** services
- 3. **National** specialist services
- 4. **International** world-class research and innovations



KEY MEASURES

How we will know if we are successful:

- Achieving better co-ordination and improved health outcomes across primary, specialist and social care
- Contributing to reducing health inequalities locally
- Increasing our contribution to environmental and social value
- Achieving a more sustainable financial position

O.U.H. as an Anchor – the NHS Long Term Plan sets out how we can positively contribute to our local area. We will:

- **Improve access** to good quality work, provide fair pay and conditions and support the health and wellbeing of our staff
- **Support** local supply chains and build organisational capability for social value
- **Maximise** the wider value of our NHS estate by using buildings and spaces to support communities
- **Collaborate** and develop networks with local partners
- **Reduce** our environmental impact and influence sustainable practices in our local community



Our Strategic Themes

To support us in achieving our objectives, we are focusing on these five supporting themes:



Close to Home

In line with the ambition of the NHS Long Term Plan, we will work with GP and community healthcare partners to transform outpatient services, modernise the Horton General Hospital and support out of hospital care, close to home by working in a more integrated way across acute, primary and community settings:

- **Transforming outpatient services** – redesigning how we deliver our outpatient services, moving appointments off hospital sites and closer to home by utilising digital or community settings
- **Horton General Hospital: Fit for the Future** – redeveloping the Horton General Hospital, working with partners and the communities of North Oxfordshire, Warwickshire and Northamptonshire to develop a hospital fit to serve a growing local population
- **Working to integrate primary, community and acute services** – working with Primary Care Networks and Community services to deliver more integrated care for patients locally, providing a more seamless patient experience and reducing pressure on emergency care



Digital by Default

Over the next five years, we will use digital services to transform our services and the way we work, improving population health, patient outcomes and experience, and making things easier for staff. We will secure all our digital solutions to industry standards to ensure the information we hold can be safely accessed, from anywhere and that this data is protected by the strongest cyber security and information governance controls. We will achieve this by:

- **Preventing ill health and improving population wellbeing** – using population health management approaches to keep people well at home by identifying those at risk of acute illness and those who would benefit from early intervention to improve outcomes. We will work across Oxfordshire and the BOB ICS to ensure our systems work together, enabling the integration of care and ensuring that no one should have to tell their story more than once, unless there is a clinical need to do so
- **Delivering improved outcomes and experience for our patients** – modernising how patients access our services and information, so that people can do so in the way in which they access other services in their day-to-day lives. Using digital services to improve the safety and effectiveness of the care we provide, achieving HIMSS Level 7 and fully digitised medical notes
- **Significantly enhancing the digital experience for staff** – ensuring clinicians can access effective, emergent and new technologies to improve the care we provide. Focusing on reducing the number of logins, time taken to access systems and ensuring fast and reliable networks, so we can maximise the time staff can spend with patients. Going digital will also increase our productivity, by reducing duplication, automating and streamlining corporate processes and clinical pathways where appropriate



One Team One OUH

Over the next five years, we will take forward the ambition of the national NHS People Plan to ensure an inclusive, compassionate and positive culture that engages and inspires all of our people and creates the right environment to deliver high quality patient care as #OneTeamOneOUH. This will include:

- **Fostering inclusive and compassionate leadership** – developing a compassionate leadership culture at every level, where we all live our OUH values every day. Collectively, we will clarify what great leadership looks like at OUH and individually commit to it. We will design leadership pathways that allow people to grow as leaders, encouraging personal responsibility, fostering compassion and inspiring collaboration
- **Leadership and management capability** – we will build the capability of all our leaders and managers, giving them the tools and confidence to follow best practice people management principles, supported by high quality, consistent HR advice and expertise for the most complex people issues
- **Developing a learning and Quality Improvement (QI) culture** – building a culture of learning and quality improvement across the Trust, embedding continuous improvement into our teams and everything we do. This is key to ensuring high quality safe care, by doing everything we can to learn from when things go well and when things go wrong



Getting the Basics Right

Over the next five years we will focus on getting the basics right across our estates, resources and key processes to support us in achieving our strategic objectives. This will include:

- **Capital and Estates** – modernising and improving our estate, working with clinical teams to develop a long-term capital strategy linked to our clinical strategy, including seeking investment for whole sites (such as the Horton General), ensuring the safety of all clinical areas, moving more services into community settings, and improving physical space for staff
- **Governance** – improving our clinical and corporate governance and leadership, increasing our shared governance, peer review and ward accreditation programmes, and continuing to take action to improve our performance against the CQC Well-led domain
- **Improving key processes** – working with frontline teams to streamline and standardise key processes across corporate areas, so that they are understood by all, easy to navigate and efficient



World-Class Impact

Over the next five years we will focus on building on the unique research, education and innovation partnerships that Oxford offers by strengthening our research culture, education partnerships and driving improvement through innovation:

- **Strengthening our research culture, capability and impact** – strengthening our research culture to further enable the development of world-leading scientific research that comes from our unique partnerships in Oxford. We will build greater research capability, increasing staff awareness of research opportunities and making it easier for staff – particularly nurses and AHPs – to become involved in research. We will also focus on increasing the opportunities for patients to become involved in and benefit from pioneering clinical trials, improving access to innovative new treatments
- **Building our education partnerships** – we are proud to partner with our two local universities in training and developing our clinical staff and the clinicians of the future. We will continue to strengthen these partnerships, seeking new ways to improve our programmes and ensuring more staff benefit from the expertise and development opportunities created by our academic collaborations
- **Driving innovation** – we will work with clinical teams across the Trust to identify and support ideas for innovation and improvement, supporting the early adoption of novel solutions through partnerships with other OUH teams and our partners

HOW WE GET THERE

Taking our strategy forward

This strategy was developed by OUH staff, alongside patients and partners across our system, and will be taken forward by:

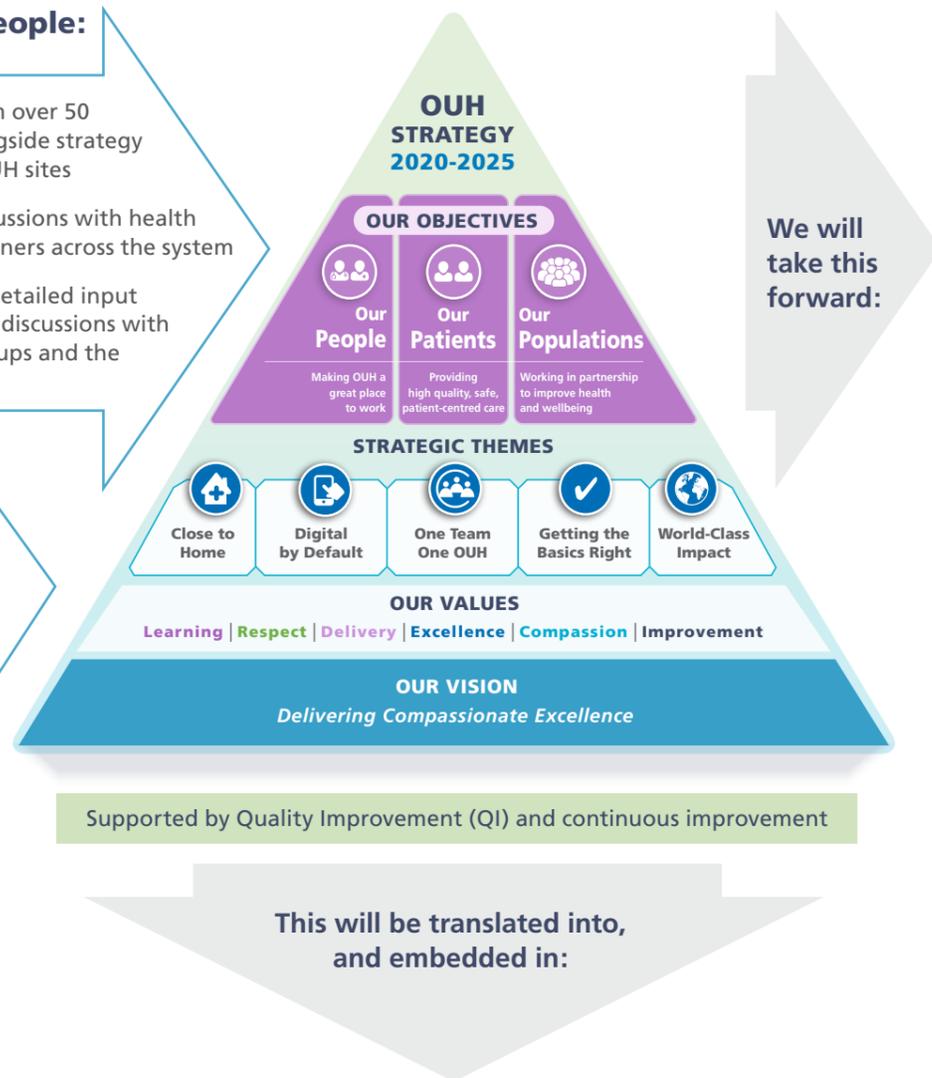
Input from over 2,000 people:

OUH Teams: Detailed input from over 50 clinical and corporate teams, alongside strategy discussions with staff across all OUH sites

System Partners: Strategy discussions with health and social care and university partners across the system

Patients and communities: Detailed input from over 500 patients, alongside discussions with patient networks, community groups and the Council of Governors

- NHS Long Term Plan Priorities
- Our Health System Priorities
- BOB ICS & Oxfordshire ICP



Clinical Strategy and Delivery Plan

Business Planning, Team and Personal Objectives

Five Year Delivery Plans e.g. Digital, Capital, People

Our Strategic Objectives

Our 2025 Ambition:



OUR PEOPLE
Making OUH a great place to work

By 2025
our staff engagement is in line with the best



OUR PATIENTS
Providing high quality, safe, patient-centred care

By 2025
our care is rated 'Outstanding' by CQC



OUR POPULATIONS
Working with partners and communities to improve health & wellbeing

By 2025
we have improved outcomes in Oxfordshire and beyond

Strategic Themes



Close to Home

- Transforming Outpatients
- Horton General: Fit for the Future
- Integrating Care



Digital by Default

- Population Health
- Improved Patient Experience and Outcomes
- Enhanced Staff Experience



One Team One OUH

- Compassionate Leadership
- Learning Culture
- Valuing Diversity



Getting the Basics Right

- Capital and Estates
- Governance
- Improving Key Processes



World-Class Impact

- Strengthening Research
- Building on our Education Partnerships
- Driving Innovation

Supported by Quality Improvement (QI) and continuous improvement:
using QI methods • QSIR • Affina tools

Thank you

Keep in touch:

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