

CHANGING THINGS  
FOR THE BETTER



Oxford University Hospitals  
NHS Foundation Trust

# Strategy Refresh

## 2020-2025

DEVELOPING A TEAM PLAN

YOUR TEAM:

YOUR DIVISION:

MAIN CONTACT:

DATE:

## Why we are refreshing our strategy

Across all of our services, it is clear that things are changing:



**Our patients are living longer** and often with more complex needs, across their mental and physical health. So we need to join up our care across OUH and our local system by working more closely with GP surgeries, paramedics and community settings to provide joined up care closer to home.



**Patient expectations are changing** and challenging us to think differently about how we can modernise and improve the way in which people access and experience care.



**New technologies** are creating exciting opportunities to innovate how we deliver our services and pushing us to be more effective and efficient.



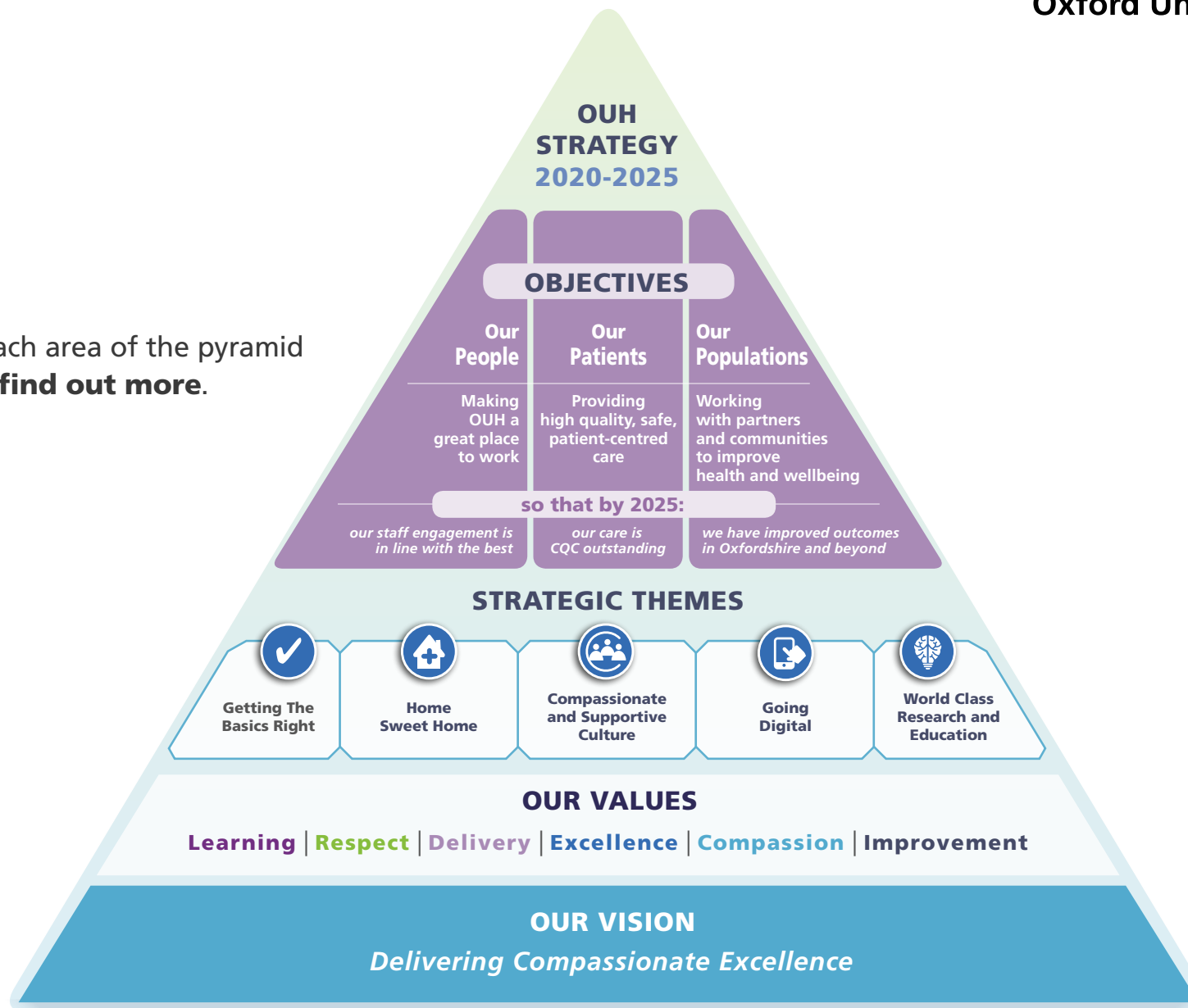
Like many NHS organisations, **workforce** is one of our biggest challenges and it is clear that we need to do more to support and retain our people and to make OUH a great place to work.

All of these changes mean that now is the right time for us to develop our strategy for 2020-25, so that within our teams and services and as a Trust overall, we are focusing on the right priorities to move us forwards and to provide the best patient care.

### SHARING YOUR PRIORITIES:

This pack contains our draft framework and an [interactive form](#) for your team to complete and share your priorities for the next five years.

Click on each area of the pyramid to **find out more.**



# OBJECTIVES

## Our People

*Making OUH a great place to work*



**Priorities for our team** (e.g. staff engagement, workforce planning, culture and leadership):

1

2

3

**What you need to get there:**  
(e.g. in your team, from the Trust, from partners):

## Our Patients

*Providing high quality, safe and patient-centred care*

**Priorities for our team** (e.g. Patient Safety, Quality of Care, Patient Experience):

1

2

3

**What you need to get there:**  
(e.g. in your team, from the Trust, from partners):

## Our Populations

*Working with partners and communities to improve health and wellbeing*

**Priorities for our team** (e.g. Primary care and neighbourhoods, Oxfordshire, BOB ICS, Specialist Care):

1

2

3

**What you need to get there:**  
(e.g. in your team, from the Trust, from partners):

# STRATEGIC THEMES



## Getting The Basics Right



### Priorities for our team:

(e.g. Operational Targets, Estates, Finance and Governance, Patient Safety)

### What you need to get there:

(e.g. in your team, from the Trust, from partners)



## Home Sweet Home



### Priorities for our team:

(e.g. Urgent care, Diagnostics, Outpatients, Day Case, Care at Horton General)

### What you need to get there:

(e.g. in your team, from the Trust, from partners)



## Compassionate and Supportive Culture



### Priorities for our team:

(e.g. Culture, Leadership, Staff Development and Learning)

### What you need to get there:

(e.g. in your team, from the Trust, from partners)



## Going Digital



### Priorities for our team:

(e.g. Digital Infrastructure, Transformation and Innovation)

### What you need to get there:

(e.g. in your team, from the Trust, from partners)



## World Class Research and Education



### Priorities for our team:

(e.g. Research Excellence and Impact, Learning and Education)

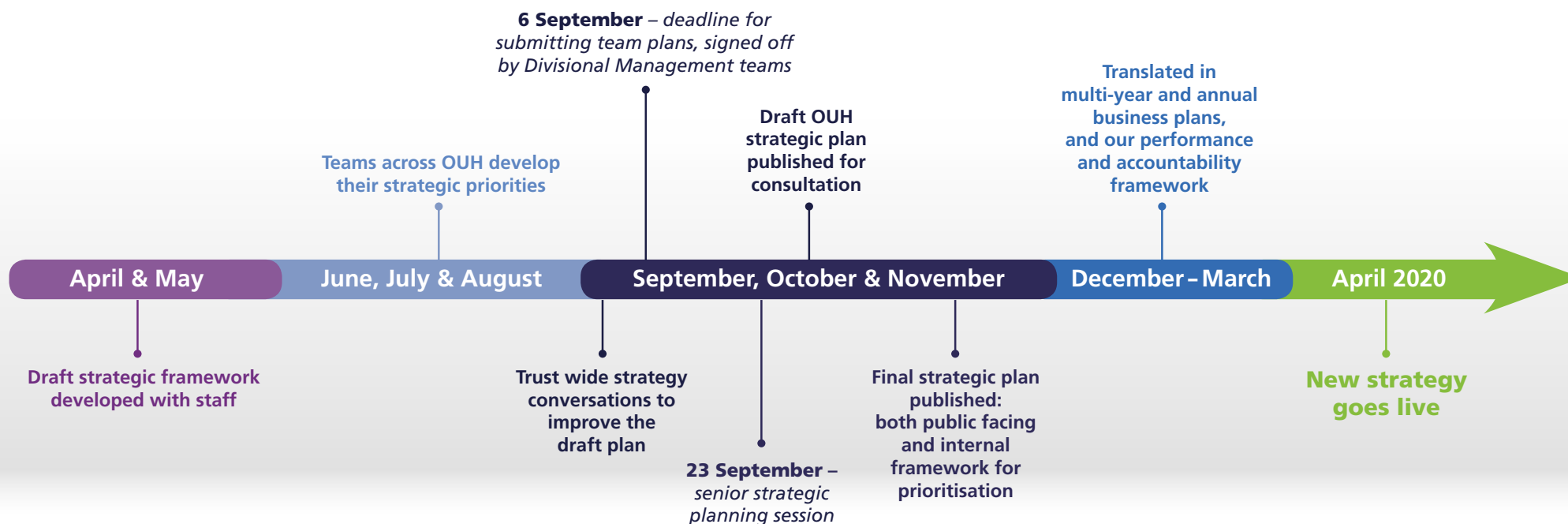
### What you need to get there:

(e.g. in your team, from the Trust, from partners)

## Next Steps

- **DROP IN SESSIONS** – over the summer we will holding [drop in sessions](#) where you can come and get support on developing your team plan and share your ideas with other teams.
- **STRATEGY REFRESH TEAM TALK** – we are encouraging everyone to hold a team strategy discussion over the summer. If you would like any support from the strategy team to do this, email [hannah.iqbal@ouh.nhs.uk](mailto:hannah.iqbal@ouh.nhs.uk) and we'll be in touch.
- **ANY QUESTIONS** – if you have any questions, you can find out more [here](#) or email [hannah.iqbal@ouh.nhs.uk](mailto:hannah.iqbal@ouh.nhs.uk)

Thank you for getting involved.



# Supporting Information

## Our People

At OUH, we have over 13,000 dedicated staff, who work in a range of roles and multidisciplinary teams to serve our patients. Since our people are our biggest asset, as set out in our [People Strategy](#), over the next 3-5 years, we want to do all we can to make OUH a great place to work.

### Staff experience and engagement

- Across all NHS organisations, there is compelling evidence that the more engaged staff feel, the higher quality of care delivered to patients. Staff engagement is measured using the NHS Staff Survey which looks at staff motivation, satisfaction, involvement and likelihood of recommending our place of work to others.
- At OUH, we have got work to do to improve our staff engagement so that our staff feel more engaged, involved and proud to work at OUH. We also have more to do to ensure we are in line with the best performing of our peers. See [here](#) for where we currently benchmark overall as a Trust (bottom left quartile, as next slide sets out) whilst other large teaching hospitals such as Leeds, Cambridge and Newcastle are in the top quartile) and you can find data on your service area based on the 2018/19 results from your Division.

### Workforce planning, recruitment and retention

- In common with the rest of the NHS, OUH faces significant workforce challenges, with more staff needed to meet rising demands for our services. Filling our vacancies and improving turnover are top priorities for our Trust. This is also a national priority for all NHS organisations, as set out in the recent [NHS People Plan](#), which states that as well as growing staff numbers the NHS must rapidly become a better place to work.
- Our new Chief People Officer will be leading this work, to look at how we can become a more flexible, modern employer, and working with teams to ensure we are doing our best to recruit, support and retain our people.

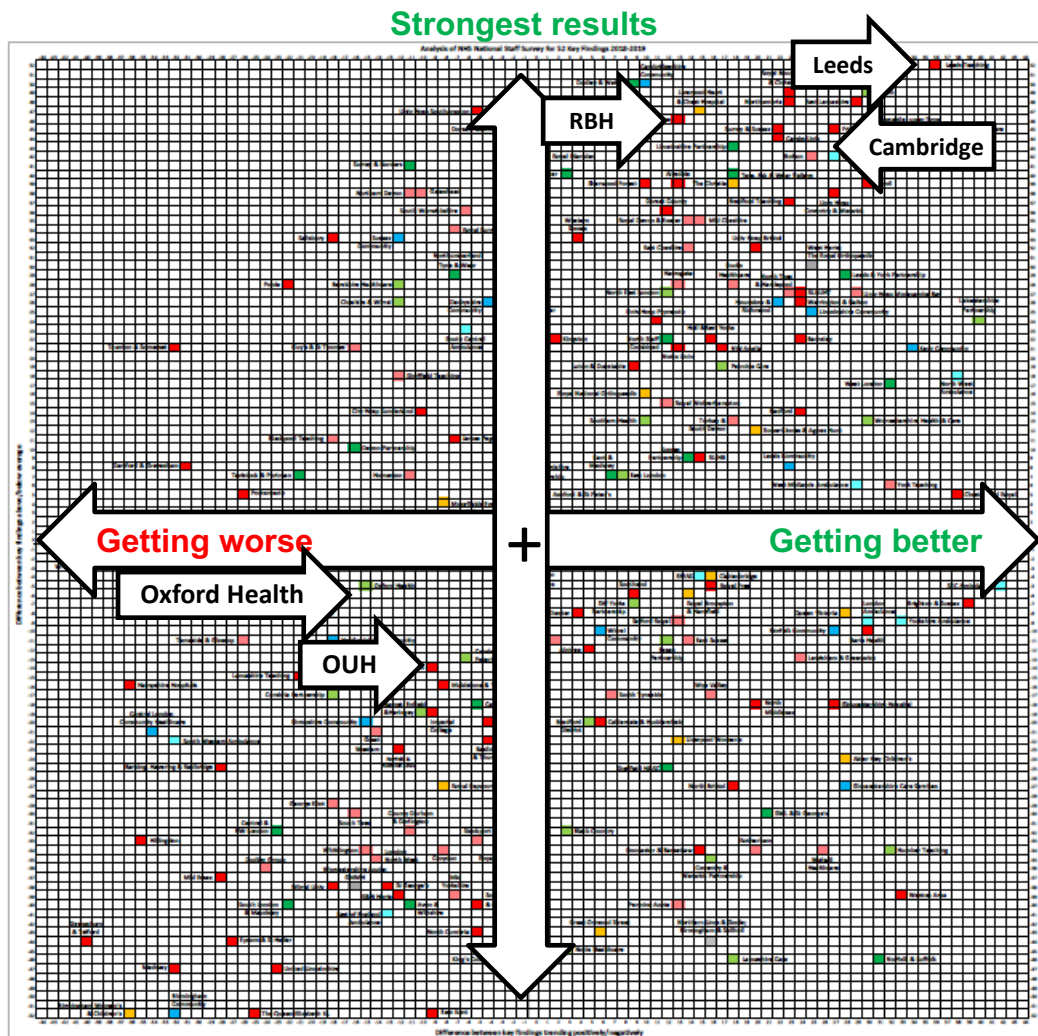
### Culture and Leadership

- Culture can be thought of as 'how we do things round here', and those organisations across the NHS with more compassionate leadership cultures have been shown to be more likely to deliver higher quality care.
- From the staff survey and focus groups, staff across the Trust have shared that we need to do more to build a compassionate and supportive culture at OUH. The CQC has also challenged us to improve our leadership. We are now conducting a [Culture and Leadership Review](#) to help us get started and will be putting in place an Action Plan after the summer.





## Staff engagement from survey results, 2018/19



Listening into Action

LiA Scatter Map 2018-19  
for  
ALL NHS Provider Trusts

Contact: Gordon Forbes: 07734 812311  
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### Key

- Acute
- Acute and Community
- Acute Specialist
- Mental Health / Learning Disability
- Mental Health / Learning Disability / Community
- Community
- Ambulance
- 2 Trusts of different types occupy same grid reference

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## Our Patients

Every year at OUH, we serve over 1.4 million patients across a range of services and are driven to put patients at the centre of everything we do. The CQC recently praised the compassionate and kind care teams provide to patients across the Trust.

However, we know that we have more to do to ensure patients are experiencing good or outstanding care consistently and need to collectively focus on improving safety, quality of care and patient experience to achieve this.

### Patient Safety

- As set out in the CQC report, we have been classified as Requires Improvement for Patient Safety and need to do more to get the basics right across the Trust (e.g. statutory and mandatory training, consistent infection control, safe storage of medicines, best practice relating to patient information). Read the report [here](#).
- By 2025, we aim to be in a place where we will have delivered the improvements required by the CQC and improved our delivery of safety standards to consistently good across the Trust, with outstanding in some areas.

### Quality of Care

- In addition to the actions set out by the CQC, we have set out our quality priorities for 2019/20 (read them [here](#)), focusing on key areas such as reducing Never Events, sepsis care and extending the work of HART. We are also focusing on developing a culture of Quality Improvement, and a supporting methodology.
- By 2025, building on the delivery of the 2019/20 quality priorities, we will have embedded a culture of quality improvement and will be delivering CQC recognised outstanding quality care across the Trust

### Patient Experience and Whole Person Care

- Improving patient experience is one of the most important things we focus on at OUH. Working with patients we have drawn up a list of 10 patient experience priorities (including car parking, ED waiting times and End of Life Care). Read more [here](#).
- We are also focusing on improving our ability to deliver care for the whole patient, focusing holistically on their mental and physical health and wellbeing.

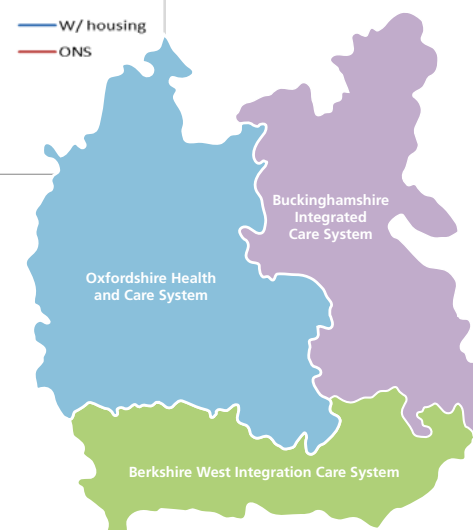
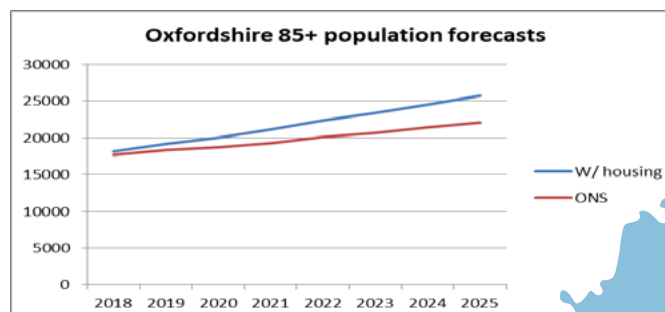
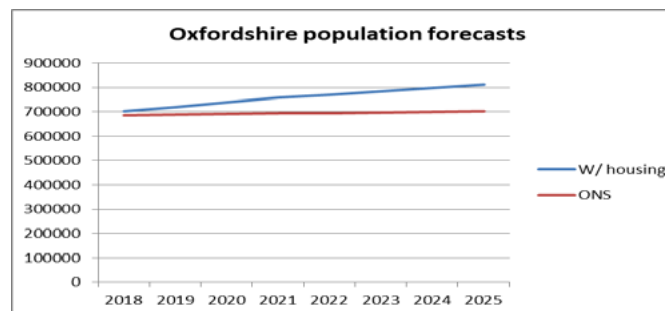


## Our Populations

The [NHS Long Term Plan](#) sets out a strategic focus on prevention and population health. In practice, this means planning our services based on population need, working with our partners to improve population health and wellbeing and being more proactive about prevention by looking beyond the patients who already access our services.

### The Populations we serve

- Generally, the population of Oxfordshire is healthier and wealthier than the national average, being average or above average on almost all health outcome measures. There are pockets of real deprivation in Oxford and Banbury, which correlate with poorer outcomes, higher disease prevalence and mental health issues, and higher rates of ED admissions.
- The population is set to grow 16% over the next 5 years, with a 42% increase in people aged 85+.
- The nature of the specialist services we provide means that we also need to think of our population beyond Oxfordshire, and stretching across the Thames Valley, into Berkshire and Buckinghamshire and covering the South East.



## Our Populations – Delivering Integrated Care

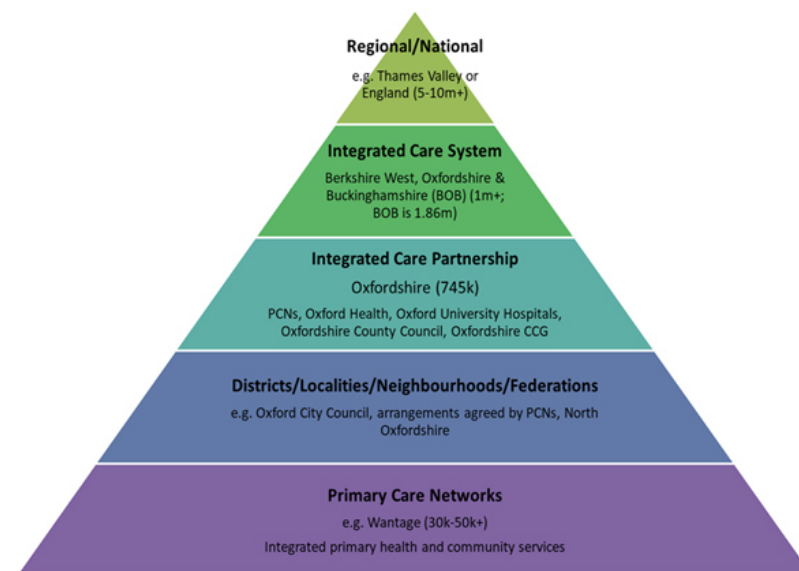
The [NHS Long Term Plan](#) sets out a clear vision of integrated care, where patients received faster and more convenient care, closer to home and can access services across a local health system that is easier and more seamless to navigate.

### Service planning and delivery across different footprints

When we think of integrating the care we provide at OUH and working more collaboratively with our partners to achieve better outcomes for patients, it is helpful to think across the following clusters:

- 1 **Primary Care Networks and Neighbourhoods** – Focusing on prevention and working to provide integrated support for long-term conditions.
- 2 **Oxfordshire, e.g. Urgent Care** – We are working across our local health system to deliver seamless and integrated care for patients who come through ED, alongside those who require a combination of health and social care, such as patients with frailty.
- 3 **Integrated care System BOB (Berkshire, Oxfordshire and Buckinghamshire)** – We are working across our ICS and more broadly (with Milton Keynes and Swindon) on where we can join up to do things better at scale. For example, where one organisation can provide elective care services for all patients across the area; where we can provide clinical support services such as pathology more efficiently together; or where a joint approach to strategic challenges such as workforce is likely to have more impact.

- 4 **Specialist Care Alliance e.g. Children’s network with Southampton** – For specialist services, which are only provided in a small number of places across the country, we work on a bigger footprint – for example, we are working with Southampton to provide the best specialist care for children across the region. We are also working with the University of Oxford on a joint cancer strategy, to align priorities for investment, and working with other Trusts on genomics across population footprints of 12 million.





## Getting The Basics Right

**CONTEXT:** As set out by the recent CQC report [here](#), and what we have heard from staff, we know we have work to do to get some of the basics right across OUH.

- **Operational targets and CQC standards:** Getting the basics right includes meeting all of our operational and quality targets and standards to improve care.
- **Patient Safety**  
Ensuring we are delivering high quality and safe services to patients, in compliance with CQC standards
- **Estates, Finance and Governance:**  
Making the best use of our resources to deliver high quality patient care
- **Developing financially sustainable and efficient services and models of care**  
Ensuring that our estate and equipment meet standards required to provide safe patient care.
- **Making sure our services and teams are well-led**



## Home Sweet Home

**CONTEXT:** The [NHS Long Term Plan](#) sets out a strategy to boost 'out of hospital' and integrated care, working across boundaries to improve outcomes and patient experience.

- **Priorities:** We want to think through how we deliver care closer to home across the following key areas:
  - Urgent Care
  - Diagnostics
  - Outpatients
  - Day case procedures
  - Delivering care at the Horton
- **Enablers:** We also need to think through what enablers are required to support care being delivered closer to home, e.g.
  - System partnership
  - Digital capability



## Compassionate and Supportive Culture

**CONTEXT:** The new [NHS People Plan](#), sets out the importance of improving the leadership culture across the NHS and investing in leadership and staff development.

- **OUH Culture:** We know we need to do more to build a compassionate and supportive culture at OUH and the CQC has also challenged us to improve our leadership. We are now conducting a [Culture and Leadership review](#).
- **Leadership:** We want empowered and high performing leaders across the Trust and are reviewing leadership programmes like IMPACT to invest in staff leadership development.
- **Staff learning and development:** Investing in the development of all staff is a key part of making OUH a great place to work.



## Going Digital

**CONTEXT:** The [NHS Long Term Plan](#) sets out a vision for digitally enabled care to become mainstream across the NHS.

- **Digital infrastructure:**  
Modernising our IT systems and processes to support staff digital experience and the capability required to deliver digitally enabled patient care across the Trust and wider system.
- **Digital transformation:** We need to create straightforward and accessible ways for patients to access healthcare across OUH, looking at developing apps and other digital interfaces.
- **Digital innovation:** We want to be at the forefront of using digital innovations, genomic data and artificial intelligence (AI) to improve care



## World Class Research and Education

**CONTEXT:** World class research and education is one of OUH's biggest strengths. Over the next five years, we want to build on this by:

- **Research excellence:**  
Continuing to deliver excellent research across the Trust, increasing our national and global impact.
- **Research into practice:**  
Finding more ways to translate innovation and research into practice across the Trust to lead to outcomes improvement.
- **Education:** Improving the way we support and deliver medical, nursing and wider education, so that we continue to be world-class. Also improving our investment in learning and development for all staff.

