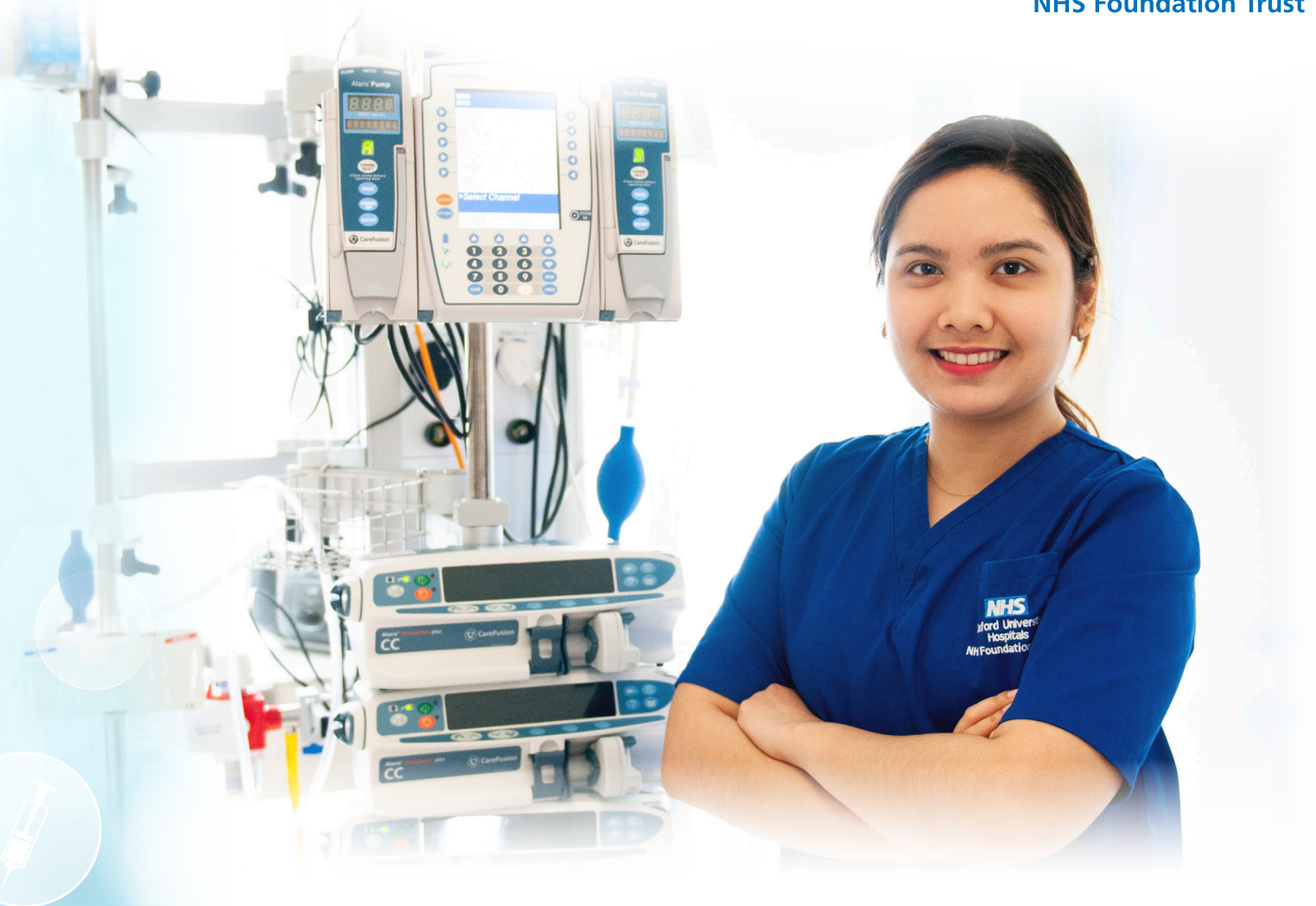




Oxford University Hospitals
NHS Foundation Trust



OUH *At a Glance*

A BRIEF GUIDE TO WHO WE ARE AND WHAT WE DO

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More information on our services is available
on the Trust website at www.ouh.nhs.uk

Introduction

from our Chair, Professor Sir Jonathan Montgomery
and Chief Executive Officer, Professor Meghana Pandit



People

We are making positive progress in our aim to make OUH a great place to work where we all feel we belong.

Our annual *NHS Staff Survey* results, published in March 2024, showed encouraging improvements. We were above the national average on 77% of questions asked in the survey.

Wellbeing support for our people has included the installation of rest and relaxation equipment and outdoor gym equipment on three of our hospital sites, as well as the embedding of a Staff Support Service to provide psychological health support.

Our *No Excuses* campaign emphasises that we will not tolerate physically or verbally abusive and aggressive behaviour towards our people by patients and visitors.

We have made it even easier to 'Raise a concern' with a new website page for staff to help navigate the various routes and channels available to them if they believe something is wrong.

Patient care

OUH has consistently low mortality rates with fewer deaths than expected based on Summary Hospital-level Mortality Indicator and Hospital Standardised Mortality Ratio national benchmarks.

Oxfordshire is one of the most vibrant places in the world for healthcare research – 23,846 people took part in 545 studies supported by the NIHR Clinical Research Network at OUH in 2022/23.

We have a culture of Quality Improvement (QI) to improve patient care and share learnings across the Trust – more than 1,200 staff have been trained in QI over the past two years.

We use technology to improve patient care – in early 2024 we launched an app so women using our Maternity Services can access their health records at any time.

We are building for the future – our new Transitional Care Unit in the Women's Centre at the John Radcliffe Hospital allows mothers to be with their babies if they need extra care, the opening of a Pharmacy Clinical Trials Unit at the Churchill Hospital means patients can access a new range of medicines, and our new Renal Dialysis Unit in Milton Keynes provides specialist care closer to home.

“ We are proud to lead our OneTeamOneOUH as we support each other to meet the challenges we face and to provide excellent, compassionate care for our patients and populations.

Performance

One of our six strategic objectives is consistently achieving all operational performance standards and financial sustainability.

Industrial action had a significant impact on our 2023/24 performance as more than 14,000 outpatient appointments and more than 450 elective inpatient admissions were postponed.

We worked hard to ensure patient safety and staff wellbeing were paramount, while supporting the legal right of staff to choose to take industrial action.

We have seen improvements in our urgent and emergency care performance, despite a 5.6% increase in attendances at our Emergency Departments at the John Radcliffe Hospital in Oxford and the Horton General Hospital in Banbury.

While our original financial plan was not met for 2023/24, the in-year forecast was achieved. The Trust over-delivered on its efficiency programme for the year, but this was more than offset by the increase in the overall cost of staffing which we are addressing in the 2024/25 financial year.

Partnerships

Another of our six strategic objectives is working in partnership for the benefit of our patients and populations, collaborating to reduce health inequalities.

Environmental sustainability is a key responsibility for OUH as a major employer and provider of healthcare services. We are active in the Zero Carbon Oxford Partnership whose goal is for Oxford to achieve net zero carbon emissions across the city as a whole by 2040. We aim to achieve net zero carbon for emissions over which we have direct responsibility by 2040, in line with national NHS targets.

With grant funding to decarbonise the estate to reduce carbon emissions and our environmental impact, work has been completed at the Horton General Hospital in Banbury. We installed new heat pumps, upgraded our building energy management system controls, and improved the insulation to make the hospital more energy efficient. Solar panels are generating green, zero carbon electricity to power the new heat pumps.

We will use our position as an anchor institution at the heart of our community to identify and address health inequalities as OneTeamOneOUH.

Overview

Oxford University Hospitals NHS Foundation Trust is one of the largest NHS teaching hospital trusts in the UK, with a national and international reputation for the excellence of its services and its role in education and research.

Oxford University Hospitals NHS Trust was formally established on 1 November 2011 when the Nuffield Orthopaedic Centre NHS Trust merged with Oxford Radcliffe Hospitals NHS Trust. On the same date, a formal Joint Working Agreement between the Trust and the University of Oxford came into effect. This agreement was built on existing working relationships between the two organisations. The Trust became a Foundation Trust on 1 October 2015.

Oxford University Hospitals NHS Foundation Trust is an acute hospital trust providing local, regional and some national hospital services to the population of Oxfordshire and beyond. It is registered with the Care Quality Commission and licensed to provide regulated activities by NHS England.

The Trust has four main hospital sites, the John Radcliffe Hospital, Churchill Hospital and the Nuffield Orthopaedic Centre, all located in Oxford, and the Horton General Hospital in Banbury, North Oxfordshire.

The Trust provides local hospital services to the population of Oxfordshire, South Northamptonshire and South Warwickshire and provides tertiary services to the surrounding counties of Buckinghamshire, Berkshire, Gloucestershire, Northamptonshire, Warwickshire and Wiltshire.

The Trust provides a wide range of services including emergency care, trauma and orthopaedics, maternity, obstetrics and gynaecology, newborn care, general and specialist surgery, cardiac services, critical care, cancer, renal and transplant, neurosurgery, maxillofacial surgery, infectious diseases and blood disorders. The Trust also treats patients from across the country for specialist services and leads networks in areas such as trauma and vascular.

Most services are provided in our hospitals but some are delivered across more than 100 satellite locations across the region, including satellite renal dialysis units, midwifery-led units and satellite radiotherapy treatment centres. We also provide some services in patients' homes across the region. The Trust is also responsible for a number of screening programmes, including those for bowel cancer, breast cancer, diabetic retinopathy and chlamydia.

Our Hospitals

Churchill Hospital

- A specialist cancer centre providing state-of-the-art surgical and non-surgical cancer care, including CAR-T cell and gene therapy to the population of Thames Valley and beyond.
- A centre of clinical and research excellence providing care and expertise across services such as Renal and Transplantation, Dermatology, Palliative Care, Diabetes and Endocrinology.
- A hub for Integrated Clinical Trials, co-located with the University of Oxford's Old Road Campus, a centre for world-leading biomedical research.

Horton General Hospital

- A 'hot' site providing urgent care to the population of Banbury and surrounding area, alongside day case surgery to a wider population, supported by models of ambulatory care, virtual wards and integration with local community services.
- An optimised day case and outpatient hub, increasing surgical case mix, utilisation and flow across specialties.

John Radcliffe Hospital

- Provides local and regional Maternity and Gynaecology services, a Children's Hospital, a regional Critical Care Centre, Major Trauma Centre, a specialist centre for specialties such as Neurosciences and Vascular, alongside a planned surgical hub to support elective recovery.
- Co-located urgent and emergency care services including an Emergency Department, ambulatory provision, and Surgical Emergency Unit, in addition to majority of front door and triage services.

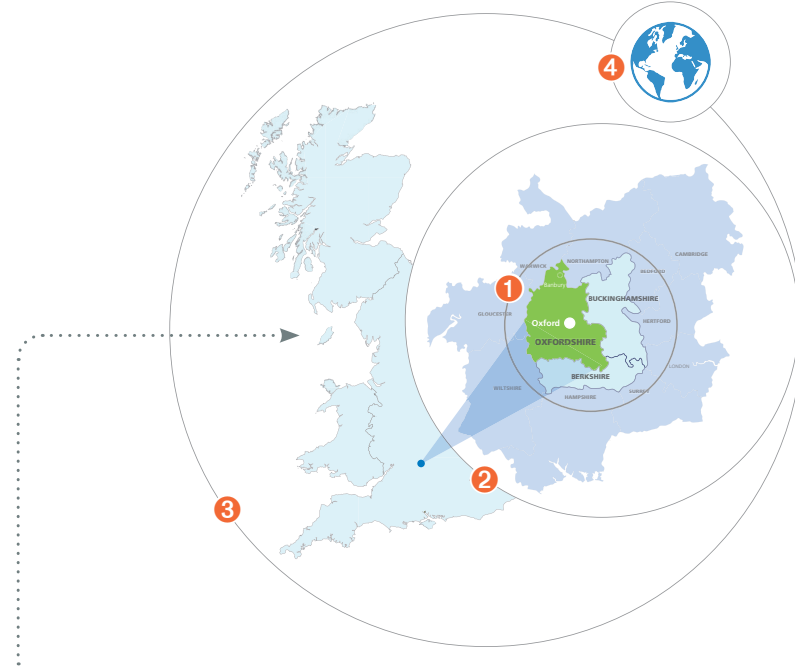
Nuffield Orthopaedic Centre

- A planned surgical hub and centre of specialist expertise for Orthopaedics, Rheumatology, Neurorehabilitation, Genomics, Haemophilia and Thrombosis alongside national exemplars for services such as Bone Infection.
- A centre of research excellence with the Botnar Research Institute providing global specialist academic expertise in musculoskeletal research.
- A site with significant development opportunities.



OUH in numbers

2023/24



We are one of the UK's **largest teaching hospital trusts**.

The Trust provided services to our patients through **15,522 staff**

- Serving Our Populations through:
1. **Local** care delivered via **four main hospitals**
 2. **Regional** services
 3. **National** specialist services
 4. **International** world-class research and innovations



Maternity



7,482
Babies delivered

Our patients

Admissions 2023/24



95,207
Planned (elective)
inpatient admissions



98,616
Emergency and
unplanned patient
admissions

Our patients

Other vital statistics



1,291,257
Planned (elective)
outpatient appointments



240,545
Planned (elective)
diagnostic tests



155,776
Emergency Department
(A&E) attendances
**JOHN RADCLIFFE &
HORTON GENERAL**

NHS

Oxford University Hospitals

NHS Foundation Trust

These are the most up to date numbers available. You can find out more in the OUH Annual Report and Accounts 2022/23, published on the OUH website:

www.ouh.nhs.uk/about/publications

Beds in our hospitals

2023/24

1,036
General and acute care beds (total number)



957
Adult beds

79
Children's beds

58
Adult critical care beds

101
Maternity beds

Our Vision and Values

OUR VISION

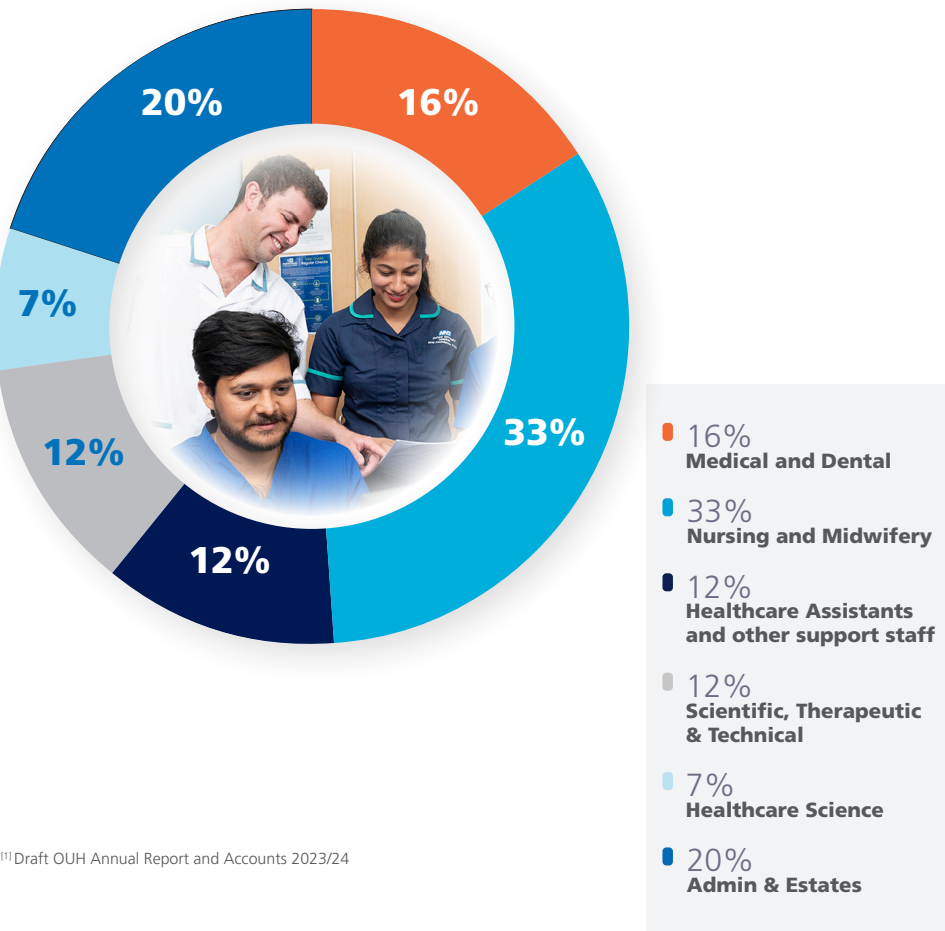
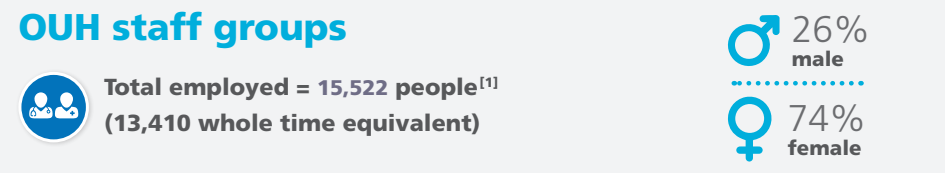
Our Vision is:
‘to be an exemplar in healthcare delivery that is compassionate and enabled by the highest levels of research and innovation’,
centred on our Trust values and underpinned by four strategic pillars which are the building blocks of all that we can achieve together – these are:



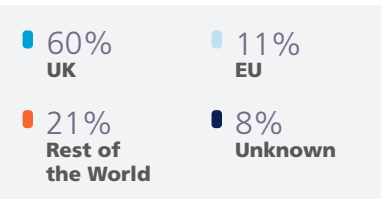
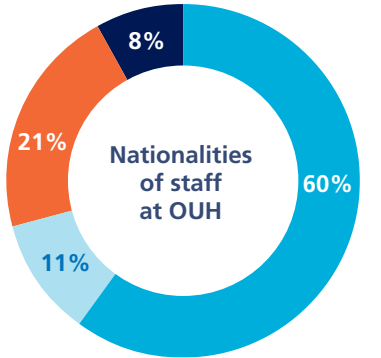
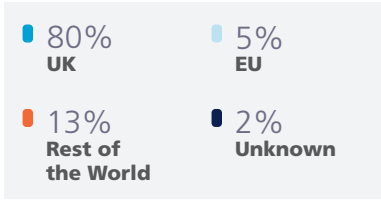
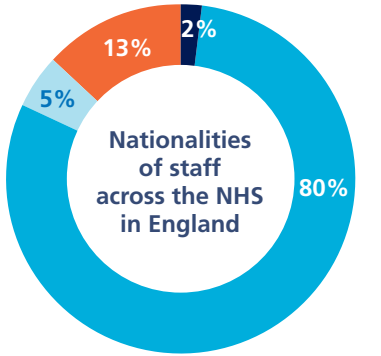
OUR VALUES



Our People



^[1] Draft OUH Annual Report and Accounts 2023/24



SOURCE: NHS staff by nationality, June 2023 – NHS staff from overseas: statistics Research Briefing 20 November 2023
<https://researchbriefings.files.parliament.uk/documents/CBP-7783/CBP-7783.pdf>

Our Strategy

The **OUH Strategy** was developed and co-designed with staff, patients and health and social care partners, to guide our priorities as we strive to deliver compassionate care.

Our Strategy 2020-2025 is available on our website at www.ouh.nhs.uk/about/strategy



OUR STRATEGIC OBJECTIVES

- **To make OUH a great place to work** that promotes equality, diversity and inclusion, encourages talent development, and enables the freedom to speak up without fear of futility or detriment
- **To create a culture of continuous improvement** in all that we do and to deliver the highest quality, safe care, underpinned by research and innovation
- **To consistently achieve all operational performance standards** and financial sustainability
- **To make effective use of our digital capability** to enhance patient care and staff efficiency, and productivity
- **To have an estate that meets the highest levels of regulatory compliance** and enhances our offer for patient care and staff wellbeing by adopting novel ideas and methods that embrace the sustainability goals
- **To work in partnership** at Place and System level for the benefit of our patients and populations with effective collaboration to reduce health inequalities and fulfil our role as an anchor institution

OUR STRATEGIC PILLARS

Our **FOUR STRATEGIC PILLARS** are the building blocks of all that we can achieve. These are:



You can also check out our **Clinical Strategy 2023-2028** which is the blueprint for our clinical services, our sites, and the role which OUH will play as an organisation.

www.ouh.nhs.uk/about/clinical-strategy

Our Digital Strategy 2022-2025 sets out our vision to deliver digitally-enabled care.
www.ouh.nhs.uk/about/digital

Our People Plan 2022-2025 supports our ambition to work together to make OUH a great place to work, where everyone feels they belong.
www.ouh.nhs.uk/about/people-plan

Quality Priorities

Each year OUH works with patients, staff and commissioners to agree a number of priorities for development in **three key domains**:

- Patient Safety
- Clinical Effectiveness
- Patient Experience

Our Quality Priorities for 2024/25 are available at:
www.ouh.nhs.uk/about/quality-priorities

The *OUH vision for quality* is to be recognised as one of the UK’s highest quality healthcare providers.

All our clinical services will provide high quality healthcare; some will provide care that is internationally outstanding.

PATIENT SAFETY INCIDENT RESPONSE FRAMEWORK (PSIRF)

Linked to our commitment to provide the highest quality healthcare, we want to ensure that we learn from those occasions when things don’t go to plan, and where patients may be harmed as a result.

In October 2023, OUH introduced the NHS England **Patient Safety Incident Response Framework [PSIRF]**, representing a new approach to responding to patient safety incidents, for the purpose of learning and improving patient safety.

You can learn more about PSIRF, including a video produced by NHS England, at:
www.ouh.nhs.uk/patient-guide/psirf

The four key aims of PSIRF are:

- ▶ Compassionate engagement and involvement of those affected by patient safety incidents
- ▶ Use of a range of system-based approaches to learning from patient safety incidents
- ▶ Considered and proportionate responses to patient safety incidents and safety issues
- ▶ Supportive oversight focused on strengthening system functioning and improvement.

As we develop and maintain effective systems and processes for responding to patient safety incidents, it is with an increased focus on understanding how incidents happen – including the factors which contribute to them.

So much to be proud of...

UK first Transcatheter Tricuspid Valve Replacement (TTVR) procedure

A new procedure to treat patients with severe heart valve disease was carried out in a UK first at the Oxford Heart Centre, based at the John Radcliffe Hospital.

The first patient to undergo the minimally invasive Transcatheter Tricuspid Valve Replacement (TTVR) operation described it as a “miracle” that gives her “hope for the future”.

PICTURED: *The OUH team that carried out TTVR for the first time*



First new cutting-edge therapy for cancer at OUH

Oxford University Hospitals is now a highly specialised NHS centre offering potentially life-saving CAR-T therapies to people with cancer.

CAR-T is a highly complex and potentially risky treatment but has been shown in trials to cure some patients, even those with advanced cancers where other available treatments have failed.

PICTURED: *Stephen Milton was the first patient to undergo CAR-T therapy at OUH*



Stroke Unit now offers life-changing treatment 24 hours a day

The Stroke Unit at Oxford University Hospitals is now providing life-changing mechanical thrombectomy (MT) treatment around the clock.

MT reduces disability following a stroke by removing a blocked blood vessel in the brain. OUH hosts the specialist team at the centre of an effective regional network which ensures rapid transfer of acute stroke patients requiring MT.

PICTURED: *The multi-disciplinary Stroke Unit team*



Lung health checks rolled out to Banbury residents as part of new programme

Lung checks are now available to people in Banbury as part of an NHS scheme which aims to improve earlier diagnosis of lung conditions and save more lives.

The Targeted Lung Health Check Programme gives current and past smokers the chance of having lung conditions detected and treated earlier.

Scans are now underway at the Horton General Hospital with plans for mobile units in community settings in the future.



Our Partnerships



WORLD-CLASS UNIVERSITIES

OUH partners with the University of Oxford to deliver world-leading scientific research, pioneering discoveries that transform care for millions of people worldwide, alongside working together with the medical school, which is consistently ranked first in the world in the Times Higher Education World University Rankings.

www.ox.ac.uk and www.medsci.ox.ac.uk

We also partner with Oxford Brookes University to deliver nursing, midwifery, allied health professional and management education and research to train and equip the healthcare leaders of the future.

www.brookes.ac.uk

PROFESSIONAL PARTNERSHIPS

The Trust is a member of Oxford Academic Health Partners (OAHP) with the University of Oxford, Oxford Brookes University, and Oxford Health NHS Foundation Trust. OAHP is established to advance health by research, clinical care, education and training to provide solutions so that clinical research breakthroughs lead to direct clinical benefits. This is the development of the Academic Health Science Centre first established in 2013.

Since 2013 the Trust has hosted the Oxford Academic Health Science Network which brings together universities, industry and the NHS in Oxfordshire, Berkshire, Buckinghamshire, Milton Keynes and Bedfordshire to improve health and prosperity in the region through rapid clinical innovation adoption. It is now called Health Innovation Oxford and Thames Valley.

The Trust hosts the Oxford Biomedical Research Centre, funded by the National Institute for Health Research, which provided the platform for Oxford's exceptional contribution to the global response to the COVID-19 pandemic, including the development and testing of the Oxford-AstraZeneca vaccine and the RECOVERY trial looking at potential treatments for COVID-19.

NETWORKS AND COLLABORATION

OUH plays a leadership role, hosting and contributing to multiple regional and national clinical networks to deliver and improve specialist clinical services. These include but are not limited to:

- **Thames Valley Cancer Alliance**
- **South 4 Pathology Network**
- **Thames Valley Trauma Network (for which, our John Radcliffe Hospital is the dedicated Major Trauma Centre)**
- **Thames Valley and Wessex Paediatric Critical Care Operational Delivery Network.**

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.

The Trust is a member of the Zero Carbon Oxford Partnership, working in collaboration with other major organisations and businesses to achieve net zero carbon emissions in the city of Oxford by 2040.

<https://zerocarbonoxford.org>

WORKING IN PARTNERSHIP

We work constructively with our partners across both Oxfordshire and the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS).

Our Memorandum of Understanding (MoU) with Oxford Health NHS Foundation Trust formalises an agreement between our two trusts to enable more joined-up care, make patients feel that they are being cared for by one NHS team, and provide better value for money.

We have formed an Acute Provider Collaborative with Royal Berkshire NHS Foundation Trust and Buckinghamshire Healthcare NHS Trust to provide quicker and more equitable access to elective (planned) care for patients.

OXFORD HOSPITALS CHARITY

OUH is supported by Oxford Hospitals Charity, which helps to provide the best medical equipment, research and facilities for our patients and staff.

www.hospitalcharity.co.uk



Working within an Integrated Care System

Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System and Oxfordshire Integrated Care Partnership

www.bucksoxonberksw.icb.nhs.uk/about-us/who-is-involved

OUH works 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, through effective collaboration that is supported by good governance arrangements.

Our Trust Chair is a member of the **Integrated Care Partnership (ICP)**, a statutory committee made up of representatives from local government, primary care, NHS trusts, voluntary and community organisations and research partners. As such OUH is a key partner in shaping, directing and delivering the objectives of the integrated care system, and improving the co-ordination and delivery of care for our local populations, as set out in the BOB Integrated Care Strategy, agreed by the ICP in 2023.

Oxford University Hospitals NHS Foundation Trust is accountable for the performance of all the functions for which it is responsible as a sovereign statutory body, and is subject to regulation and oversight by NHS England.

We have a duty, jointly with BOB ICB, to act with a view to ensuring system financial balance. The ICB has a role to assure OUH delivery of performance against the agreed operational and financial plans and contribution to partnerships of health and care organisations which come together to plan and deliver joined-up services that will improve the health of people who live and work in the area.

In the context of working within an integrated care system, the role of the **Council of Governors** in representing the interests of the public includes the population of the whole of the local system of which OUH is part.

The Council of Governors' role in holding Non-executive Directors to account for the performance of the Board extends to its contribution to successful system working.



Under the Health and Care Act 2022, NHS bodies have a duty to have regard to the wider effect of their decisions, referred to as the **triple aim to deliver:**

- 1 better health and wellbeing for everyone**
- 2 better quality of health services for all individuals**
- 3 sustainable use of NHS resources**

Further information

If you'd like to know more about who we are and what we do, or are interested in working with us, please **visit our website** or get in touch via the following channels:

-  www.ouh.nhs.uk
-  media.office@ouh.nhs.uk
-  [@OUHospitals](https://twitter.com/OUHospitals)



#OneTeamOneOUH

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