

Trust Strategy

Oxford Health NHS Foundation Trust

2021–2026

Final Version

Foreword by the Chief Executive & Trust Chairman

Our ambition is that Oxford Health should be the best Trust of its kind in the country; a trust renowned for excellence in research and innovation, one which delivers the best possible care to those who use its services and one which provides the support and opportunity for its staff to flourish, develop and achieve their full potential.

This document outlines our plans to achieve this ambition over the next five years, building on the foundations already in place, especially the excellence of our workforce, the variety of our services both physical and mental health, our academic partnerships and our existing research capability which includes one of only two mental health Biomedical Research Centres in the country.

The Trust has been rated as 'good' by the CQC but our new stated vision is to deliver 'outstanding care by an outstanding team'. It is through effective teamwork and the quality of our collective leadership that we will be able us to realise our ambition.

The main areas of focus (the four pillars) in this strategy are Quality, People, Sustainability and Research & Education.

The most critical of these enablers will be supporting and developing the members of our Team of over 6,500 people. The changes needed to ensure that our Trust is a truly satisfying and happy place for all to work will take time and will involve, for example, the introduction of more programmes for individual development and for the support of those in leadership positions. We also must develop and sustain a culture across all the organisation that truly engages, empowers and values everyone that works for Oxford Health no matter their professional background, seniority, gender or ethnicity. Our ambition is

for the Trust to be the best possible place to work, one which is truly inclusive and one which cares for and nurtures its staff.

The strategy incorporates our commitment to the delivery of the NHS Long Term Plan (LTP) and the key role we will all play in the development of the Integrated Care System (ICS) across Buckinghamshire, Oxfordshire and Berkshire (BOB). In addition to the priorities that have been set for us at a regional and national level, we must also continue to respond to and recover from the most significant and challenging event in the history of the NHS. Whilst there is uncertainty as to how long the effects of the pandemic will continue, supporting our staff and our patients will be our highest priority. Central to this will be developing a culture of quality improvement and ensuring that colleagues across all the organisation have the necessary knowledge and skills in this together with ensuring that research becomes a fundamental component of how we deliver care.

Delivering the highest possible quality of care for our patients is the ultimate goal of our efforts. One example of the many quality improvement opportunities is the redevelopment of our hospitals. Work is already underway to set out a new vision for our community hospitals and mental health centres as they have been an area of under-investment for many years. The quality of the inpatient environment matters and not only impacts on the outcomes for our patients and their experience of our services but also on the well-being of our staff. Redevelopment and improvement of our community hospital sites and working with district and community nursing to better serve patients closer to their homes is a core ambition not just within our Trust but a priority for our system partners also.

Redeveloping the Warneford site and building a world leading brain sciences campus that will include a state of the art inpatient mental health unit sitting alongside a research unit fit for the 21st century will be a key step in how we will strengthen our relationship with the University of Oxford and further develop the Biomedical Research Centre we lead. The redevelopment therefore constitutes a huge opportunity to create an exceptional hospital; the design of which will serve to enhance patient recovery and facilitate the effective and efficient delivery of care.

A new Warneford hospital also constitutes an opportunity for us to consolidate the majority of our adult mental health wards across the city onto one site. This would convey further significant benefits not least in terms of ensuring more resilient staffing, more robust and timely medical cover arrangements, improved patient flow, better access to therapeutic and recreational activities including sporting, educational and occupational facilities together with potential economies of scale.

Through consolidating wards in the new hospital, we would also free up space on the Littlemore site where many of our forensic services are located. As we look to the future development of the forensic service provider collaborative Oxford Health leads there will be important opportunities to develop further secure capacity as we look with our NHS partners to further decrease reliance on the private sector.

To become a sustainable organisation, we must all make the best use of our resources and protect the environment. Reducing our carbon emissions through a rationalisation of the estate (e.g. Warneford) and reducing the need to travel through new ways of working are just two

of many initiatives that will help us to achieve this objective. The recent publication of the 'white paper' describing the removal of internal competitive markets and a move to more partnership-based working offers yet another way for us to achieve the best from our already constrained resources. Working in partnership with other health and care organisations will enable us to maximise the value of our resources and the Trust is already leading provider collaboratives for Forensic Services, Eating Disorders and Tier 4 CAMHS. By developing this more joined up way of working and sharing our resources as a system the Trust and its partners will be much better placed to manage population health needs

The programme of transformation as set out in this strategy is considerable and rightly ambitious. It is not, however, unrealistic but rather a reflection of the Trust's considerable potential. The guiding principle that will allow us to achieve our goals will be an unrelenting focus on the needs of our patients and service users. Ensuring that there is a strong and influential patient voice throughout the trust together with a genuine commitment to coproduction will be essential to the successful implementation of the strategy and the Trust becoming truly outstanding.

Introduction and Contents

This Strategy provides the Board of Directors with a summarised view of the Trust’s key strategic objectives, priorities and aims to 2026. The document has been developed based on the NHS standard ‘frame, diagnose and treat’ methodology’ and has a series of underpinning strategies and plans that all align to describe what the Trust is aiming to achieve and the difference it will make to patients, staff carers and families over the next five years.

Oxford Health NHS Foundation Trust is primarily a community-based service provider that delivers both physical and mental health services at a local and regional level and also has taken a lead role on a broader scale for the delivery of a small number of specialised services through a network of provider collaboratives. This strategy has been developed to reflect these main areas of business and to describe specifically how the critical strategic enablers of People (workforce) and Sustainability (Digital, Estates, Finance) will be used to achieve the Trust’s strategic objectives.

The Trust recognises that the next five years will present many opportunities and challenges, and these can broadly be described using four main themes:

1. The continued response to the COVID pandemic and the medium to long term effects on all people including patients, the Trust’s workforce and its partners
2. How the Trust will develop its services to achieve the ambitions set out in the NHS Long Term Plan (LTP)
3. The Trust’s response to the development of Integrated Care Systems (ICS) and the closer alignment of health and care

4. How the Trust will respond to local priorities that have been identified through a greater understanding of population health management and shared care

The table of contents below describes the core components of this Strategy and will provide the basis of the Integrated Framework for Performance Management that is described later in this document.

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Section 1 – Vision and Values

This section summarises the Trust’s vision and values. The following sections of this document then set out the Trust’s strategic context, its response, and how it aims to measure progress and effectiveness against its objectives and vision.

Oxford Health Foundation Trust’s vision is:

‘Outstanding care by an outstanding team’

The aim of the new vision over the next five years is to continue the theme of delivering outstanding care but to refocus the vision from people to teams. Although only a subtle change in wording from the previous vision statement, the Board of Directors have decided that being a great place to work and focusing on its culture and becoming ‘one team’ is vital to achieving the Trust’s strategic ambitions. In the discussions at the Board, it was also decided that supplementing the vision statement with a qualifying statement to help explain its vision should be included and the following has been agreed:

Working together to deliver the best for communities, our people, and the environment

The Trust will work towards its vision through its values (which are a continuation from the previous strategy) of being:

Caring

- Put people and patients first
- Be understanding
- Show respect
- Listen and communicate

Safe

- Create a safe environment for patients and staff
- Be self aware
- Be open and honest
- Give and receive help

Excellent

- Strive to be the best (quality improvement culture)
- Take pride
- Learn and improve
- Work together
- Be professional in everything we do

Section 2 – About the Trust

Oxford Health Foundation Trust is a community focused public benefit corporation, providing physical and mental health services to approximately two million people across a geographical area that includes Oxfordshire, Buckinghamshire, Wiltshire, Swindon, Bath and North East Somerset. Services are primarily delivered in community-based settings but the Trust also has a number of inpatient facilities for both mental and physical health services.

The Trust's overarching aim is to provide the best possible clinical care and health outcomes for patients, clients, their carers and families – supporting them, wherever possible, to live healthier and independent lives for as long as possible. Oxford Health works in partnership with many other organisations to that end.

Oxford Health employees around 6500 staff (whole time equivalent of approximately 4750) which includes medical staff, therapists, registered nurses, health care workers, support staff and other professionals including psychology, dental staff, social workers and paramedics deployed in 260 teams operating in 150 sites.

In Oxfordshire, the Trust is the main provider of community health services and delivers these in people's homes and a range of community and inpatient settings, including community hospitals. Also in Oxfordshire, the Trust provides community-based, intensive and inpatient services for adults with learning disabilities and autistic people and support for their carers and families.

OHFT mental health teams provide a variety of healthcare services in the community and from inpatient settings across a wide

geography that includes Oxfordshire, Buckinghamshire, Wiltshire, Bath and North East Somerset.

The Trust also provides a range of specialised services that include forensic mental health, child and adolescent mental health, community dentistry, and eating disorder services across a wider geographic area including support for patients in Berkshire, the South East and Wales.

Section 3 – Strategic context

Where is the Trust now?

The context in which this strategy has been developed is significantly different from the previous strategy of 5 years ago (2014/15 – 2019/20). Immediately prior to the outbreak of the COVID-19 pandemic, the Trust was primarily focusing its strategic efforts on the delivery of the NHS Long Term Plan (LTP).

Setting aside for a moment the new challenges of delivering health and care services in a COVID-19 context, the Trust had already identified a number of strategic issues that would bear adversely on its ability to deliver the person-centred care that lies at the heart of the national NHS Long Term Plan. The greatest of these are the difficulty in recruiting and retaining enough clinical staff and limited funding available to meet the increasing demands for core services.

Additional factors such as a rapidly changing commissioning landscape (with the development of regional/sub-regional integrated care systems), an increasing demand that is beyond funded capacity, excessive caseloads, a rise in public expectations

and a developing risk all play a part in the underlying strategic context over the term of this strategy.

Looking at each of the strategic factors in turn:

Retention and recruitment – Being able to recruit and retain a sufficient and suitably skilled workforce is proving to be the most significant challenge, not just for the Trust but also for the broader health and care system. With the effects of Brexit and the introduction of tuition fees for student nurses already having an impact across the sector, finding enough nurses and medical consultants is proving to be extremely difficult and the position over the next three years is unlikely to improve. Although the Government has recently indicated that additional funding will be made available to the NHS, that will not resolve the workforce issues in isolation.

Evidence from recent reports by NHS Improvement shows that there are a significant number of nurses that are qualified but are no longer active in the profession (estimated at 23,000). In addition, it has also been recently reported that many GPs were retiring by the age of 55 due to the pressures of increasing caseloads and lifestyle reasons.

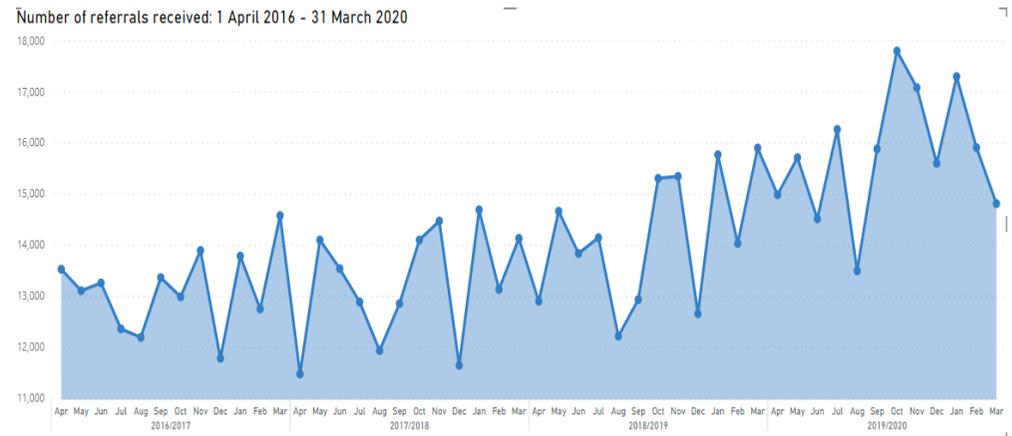
One of the major challenges for the Trust, as across the NHS, is in retaining its workforce. Increasing caseloads and a lack of stability in teams owing to frequent recourse to temporary staff all create stress and low morale. More needs to be done to tackle these widespread problems if the Trust is to encourage existing staff to stay and attract new people into the NHS.

Fundamental to this strategy and its accompanying plan, is to change the employment experience at OHFT for the better to improve recruitment and stem the tide of premature departures.

As a major provider of community based physical and mental health services, the Trust has seen a significant increase in the demand for its services over the past four years.

The average number of referrals received in 2016/17 was 13,136 per month compared to 15,782 per month in 2019/20; an increase of 20%.

Fig 1. Total number of referrals to Trust Services (2016 – 2019)



Given that annual investment by commissioners has remained essentially flat during the period of the previous strategy, the number of referrals and the pressure on the Trust's workforce has increased considerably. Although commissioners have now all broadly achieved the minimum mental health investment that has been set out nationally, funding for both physical and mental health services

remains below what is required for the needs of the population. This has resulted in detrimental consequences for service quality and instances where the Trust has fallen below one or more of its self-declared values of “Caring, safe and excellent” and sometimes all three. Whilst the Trust has already taken steps (and continues to do so) to identify new and more efficient ways of working to release both cashable and non-cashable savings, further investment or ‘caps’ will be required if the Trust is to achieve its strategic aims.

Population increase - The health and life expectancy of the population covered by Oxford Health is generally better than the England average, although there are localised areas of deprivation and poor health. In general, life expectancy is increasing, which is a success for both public health and medical science. An unwanted consequence for health services, however, is that this often results in more elderly patients with one or more long term and complex conditions. The consequences for individual trusts and the wider system are obvious and will require an integrated health and social care approach to minimise the need for hospital admissions.

In addition to the population living longer, significant population growth, fuelled by extensive house building programmes across the region, can be expected. The Trust must therefore prepare itself for further significant increases in demand for both mental health and community services leading up to 2025 and beyond.

Integrated Care Systems - The NHS Long Term Plan (published in 2019) sets out that the future of healthcare is to be increasingly collaborative. As a result, systems of integration are replacing the processes for competitive procurement and tendering that have been

foremost over recent years and as such, commissioning arrangements in the area will change significantly over the coming years.

Integrated Care Systems (ICS) are how the NHS Long Term Plan intends to achieve a step-change in collaboration and integration to improve health outcomes for people and the quality and efficiency of the services providing healthcare. ICSs place individual healthcare organisations within a larger geographical footprint (often sub-regional) within which to design and deliver healthcare services. The government white paper (published February 2021) set out legislative proposals to put Integrated Care Systems into law to enhance their role to drive local collaboration and integration.

A key feature of ICSs is their focus on improving the overall health of populations across larger areas. They will do this by using a shared database for that area to have a single view of identifying and responding to the greatest health needs and risks, and to best allocate preventative services that reduce instances of ill-health and a future need for hospital admissions.

The potential move to delegated commissioning where existing providers of service are able to commission and deliver their own health and care services offers an opportunity for the Trust to re-evaluate its portfolio and provide new ways of working in the medium to longer term.

The Trust is a member of the Integrated Care System across Buckinghamshire, Oxfordshire and Berkshire (and also delivers services in the Bath & North East Somerset, Swindon and Wiltshire ICS) and is playing a key role in the design and delivery of healthcare services at scale. However, the Trust operates with earned autonomy overseen by a Unitary Board of Directors and a Council of Governors.

With the rise of Integrated Care Systems and a national drive to join up health and care services, including the consolidation of GP practices into Primary Care Networks (PCNs), the Trust has to recognise and react to changes to its sphere of influence in the health and care services of the future.

While a lot of detail is yet to be worked out, any transition brings uncertainty and risk and the Trust must play an active role in understanding and directing the developments as the system evolves, in particular identifying where the Trust is best placed to lead and influence and where it may be better placed to support other healthcare providers.

Covid-19 response 2020 - This strategy was developed during the coronavirus pandemic and subsequent response, lockdown restrictions and vaccination roll-out. As with all other NHS and key services, the virus response period (particularly during its peak) was an intensely challenging time for Oxford Health and its partners. Significant changes were made to how the organisation operated during this time, in particular the switch to digital ways of working and staff and services were continuously under intense pressure. The impact of this on staff, patients and families will continue for many months and years. Recovery and restoration work will be ongoing and will inform the direction of this strategy over the short-medium term. Although extremely challenging, the pandemic response prompted a number of positive ways of working – for example partner collaboration, digital and virtual options, and flexible working - that the Trust will seek to retain and embed.

Section 4 - The Trust Strategy

The NHS Long Term Plan presents new opportunities and challenges for the Trust. Following on from the strategic review led by Lord Carter in 2016/17, there is now an expectation that all Trusts will deliver services in line with national best practice. This expectation poses a significant challenge to the Trust given the strategic context and challenges that have been set out in Section 3.

In setting out its strategy, the Trust is consolidating its key activities into a core set of objectives that focus on:

- 1. Quality**
- 2. People**
- 3. Sustainability**
- 4. Research and education**

These strategic objectives have been developed into a new integrated strategic assurance framework that allows activities to be aligned and managed using one approach. The framework will be reported to Executive Team, relevant Board committees and the Board of Directors.

Further details on the strategic objectives, along with the measures that will be used to monitor and track progress against each objective, are described below and in Section 6.

The four strategic objectives for the Trust that will guide future planning, activity and decision-making are:

- 1. Quality – Deliver the best possible care and health outcomes**
- 2. People - Be a great place to work**
- 3. Sustainability – Make the best use of our resources and protect the environment**
- 4. Research & Education - Become a leader in healthcare research and education**

Deliver the best possible care and health outcomes

The Trust should realign services in a systematic way to maximise the effectiveness of care. This will mean identifying and focusing Trust resources on core services and those where the Trust has a specific duty, and improving our feedback processes to better understand and improve overall patient experience, including:

- Continuing to develop our preventative offers and skills to reduce future need and demand for care;
- Ensuring our services remain safe and embed strong processes to learn from practice including a systematic review of learning over time;
- Improving the quality and experience of care through collaboration and integration opportunities – for example, integrating community and primary care and health and social care;
- Supporting and developing leaders within the Trust so that quality improvement can be embedded within organisational culture;

- Wherever possible, give people greater opportunities to manage their health themselves;
- Being a leader in integrated care and establishing person centred models – particularly in our areas of expertise.

In support of the focus on quality, the Trust has already created Oxford Healthcare Improvement (OHI) which provides a focal point for learning, collaborating and improving the safety and quality of the care that the Trust provides. The principal aim is to support the Trust to work towards the adoption of a more open, coherent, and systematic approach to improvement and organisational development, one which is owned by everyone so that the Trust can become an outstanding provider of integrated services.

OHI seeks not only to continuously improve the services for patients but, crucially, aims to enhance the working lives of staff, thereby improving morale and, hence, productivity and retention. The principal approach for all quality improvement is to focus on the training and development needs of the leaders and managers throughout the organisation.

Be a great place to work

The Trust has long recognised that its workforce, partners and volunteers are its greatest asset. Developing strong leadership and a great culture for everyone is a foundation stone for the Trust. Securing and developing a highly skilled, experienced and motivated workforce is key in the delivery of high quality, safe and efficient services. A specific challenge for all partner organisations will be to capitalise on the investment in the NHS Long Term Plan and attract, develop and retain a workforce that is supported to deliver care in the best and most appropriate way. Within this priority, it is proposed that:

- The Trust focuses on the development of a ‘great’ culture that retains staff and is a place where people want to work;
- The Trust improves its workforce planning capabilities – attraction, retention, training and career planning;
- Develops a strong and stable workforce that has a broad range of skills that are flexible and can adapt to future healthcare needs;
- The Trust develops leadership networks that allows its workforce to collaborate and share ideas and improvements;
- The Trust focuses as a primary objective on improving equality, diversity and staff engagement initiatives that tackle the underlying causes of stress, bullying and harassment;
- The People, Leadership and Culture sub-committee of the Board supports a systematic review and programme of change to develop a fair and inclusive culture with strong leadership that supports and develops staff;
- Coaching and mentoring, in particular for middle management and aspiring leaders becomes available to all
- Annual Performance Development Reviews (PDRs) are carried out effectively and that aspiring leaders and managers are identified, assessed and developed
- The Trust supports its leaders and managers in decision making and in managing in times of risk, pressure and uncertainty.

Make the best use of our resources and protect the environment

Ensuring that the Trust’s workforce has access to modern and reliable equipment, systems, information and places of work is fundamental to the delivery of high quality, efficient and effective services. By focusing on the development of staff and the delivery of high-quality services, the Trust has the potential to release

resource for re-investment. This will, as a result improve the existing conditions and go some way to contributing to the additional costs and efforts required to achieve the NHS Long Term Plan ambitions.

The NHS Long Term Plan clearly highlights the importance of increasing digitally enabled care to improve access, outcomes and experience. One of the many NHS Long Term Plan ambitions is to design and adopt new models of service provision that provide patients with more options, better support and joined up care.

Harnessing the power of digital to transform services and to open up new opportunities is a core enabler for this strategy. The foundations for such a move have been firmly laid during the Covid-19 pandemic and the Trust must continue to build on and invest in the development of digital services as an alternative to the traditional ways of working within the NHS.

The Trust has already started to invest in digital enablers that will transform service delivery for both patients and staff and was awarded Global Digital Exemplar (GDE) status in 2017. As part of a national programme sponsored by NHS Digital, the Trust has already delivered a number of benefits that will enable the development of self-care, reducing the number of face to face appointments, supporting people to stay well by managing their own health and allowing more people to stay at home. Within this priority, it is proposed that the Trust:

- Reviews its financial management disciplines with a view to the better alignment of budgets against priorities

- Continuing the work that has already been started to improve budget/cost centre management and the controls over authorised expenditure
- Reviews its current service portfolio and identifies what parts of the estate could be re-purposed or released as part of new ways of working;
- Identifies how the efficiency of care delivery can be monitored and the information used to improve services (e.g. waiting times) and target future investment;
- Increase use of analytics to inform decision making to best meet need and prevent ill-health (collaborating with local partner public services to understand population needs to inform preventative services and be able to act more proactively);
- Removing unnecessary overheads that consume clinical time that have no value to patients;
- Jointly designs and creates its pathways of care using experience from patients, population insights (e.g. priority groups) and from research and innovation;
- Identifies and agrees where further investments in IT and Digital will be made to reduce face to face contacts, reduce travel and maximise productivity, building on the changes that have already happened during the Covid-19 response phase;
- Continually improves organisational effectiveness through enhanced co-ordination, streamlining and productivity.

In order to achieve a financially sustainable organisation, the Trust will continuously review its current portfolio of services and its methods of operation with a view to realigning and in some cases reducing its current activities and ways of working. This is to ensure that scarce resources, human, financial and material, are all focused on direct patient care. In a climate where it is unlikely that there will ever be sufficient workforce

or funding to cover rising demands the Trust must take steps to better align its service offers within its own means.

A comprehensive review of demand and capacity management is already underway so that there is a comprehensive model for each service line across the Trust. Over the next year or so, the whole Trust will be reviewed and decisions about acceptable levels of activity can be taken by the Board once the outcome of this current work is known.

In addition to that work the Trust will:

- Continue to work with its commissioners and system partners to ensure sustainable levels of funding for services;
- Improve the allocation of resources to better meet areas of greatest need and health outcomes;
- Achieve a greater insight into the demand for its services, against the funded capacity and ability to deliver;
- Review community inpatient settings within the Trust. Recent evidence suggests that the bed stocks, particularly in Community Hospitals, is above the national average and could be reduced. It has also been identified that providing care closer to home produces better outcomes for patients rather than traditional inpatient settings;
- Review the current line management structure with a view to streamlining the arrangements where possible;
- Maximise its resource time available by ensuring that governance and reporting arrangements are appropriate – in particular in responding to commissioners and regulators;
- Give critical importance to reducing agency usage to a minimum, the Improving Quality and Reducing Agency programme has now been adopted as a Strategic Programme and resourced appropriately within the Trust;

- Focuses on initiatives to safely reduce its carbon footprint and overall use of resources so that the Trust achieves its green ambitions in accordance with its social responsibility and national targets.

Become a leader in healthcare research and education

The Trust is committed to integrating research alongside clinical care to allow all patients to benefit from participation in research. Already one of the top two NHS organisations for mental health research, the Trust has strong relationships with world class academic institutions including the University of Oxford and Oxford Brookes University. The Trust hosts a wide range of NIHR research infrastructure including the NIHR Oxford Health Biomedical Research Centre (BRC), one of only two UK BRCs focused on mental and dementia in the UK. The partnership is particularly strong in working with patients to develop new treatments, including both drug and talking therapies for mental disorders.

Research has been defined as a core priority within this new Trust Strategy and the Trust will extend its research excellence across all services including building research activity within community services. As a core partner in Oxford Academic Health Partners (OAHP) a collaboration between the two Oxford NHS Trusts and the two universities), the Trust is firmly committed to building its support of research and innovation and embedding it into clinical practice to improve patient safety, outcomes and experience.

In partnership with the OAHP, the Trust's priorities will include:

- Building on local assets and partnerships in research infrastructure and educational capacity to drive improved outcomes for patients, the population, researchers, and staff.
- Foster the development and evaluation of transformative technologies and innovations locally and in partnership with other Academic Health Science Centres (AHSCs), Academic Health Science Networks (AHSNs), and the BOB ICS
- Join the planned OAHP Research Office to deliver close formal coordination of research infrastructure including NIHR Centres, Facilities and Collaboratives alongside other major Centres and Institutes, to ensure pull through from its world class basic research to clinical practice.
- Expand capacity in target discovery for new drugs, building on public-private partnerships
- Extend the environment for innovation, spin outs and start-ups to accelerate the transitions from scientific discovery to clinical application for patient benefit, by working between Partners and with internal and external investors
- Promote new multidisciplinary research and educational opportunities to support increased capability, capacity and training for under-provided nursing and Allied Health Professional disciplines.

In addition to the above Trust-wide strategic objectives, the priorities as set out within the NHS Long Term Plan and Buckinghamshire, Oxfordshire and Berkshire West (BOB) ICS form a major part of the Trust strategy. These regional themes include: Urgent and Emergency Care; Cancer; Children's Services; Maternity; Mental Health (including Learning

Disabilities and Autism); and Primary Care & Community Services. All of which the Trust contributes to in some way.

The Trust is a major provider in the delivery of mental health and learning disabilities services within the BOB system, along with Berkshire Healthcare Trust. Community Services are provided at a place level (e.g. each County provides its own service) and all organisations now work in conjunction with the nationally defined Primary Care Networks (PCNs).

Within the BOB ICS areas of focus, the Trust has greatest control and influence over Mental Health services, Learning Disabilities, and Community Services and will seek to develop collaborations and partnerships with system health and care organisations to deliver better, more sustainable and more coordinated care to our patients and service users.

In developing the Trust Strategy, the Board has been mindful of the aspirations of the NHS Long Term Plan and has sought where possible to align Trust objectives with those wider intentions. It has at the same time sought to take account of what is realistically possible given current and anticipated resource constraints, also to reflect a perceived need to make itself fit to deliver what is required, especially in terms of qualified staff and financial resources. The Trust will continue to do this as the government's legislative proposals for the NHS develop.

Section 5 – Key focus areas & measures and metrics

Key focus areas

To move the vision and strategic objectives into delivery, the Trust has developed a set of thirty-nine (39) key focus areas, that:

- set-out the key areas of focus within each strategic objective and its individual elements (priority workstreams);
- enable each strategic objective to be divided into discrete areas of attention (e.g. specific Board committees) and work, and;
- allow for oversight and development of measures to track progress - Objective Key Results (OKRs) and NHS Long Term Plan metrics

The following four pages show the key focus areas for each strategic objective.

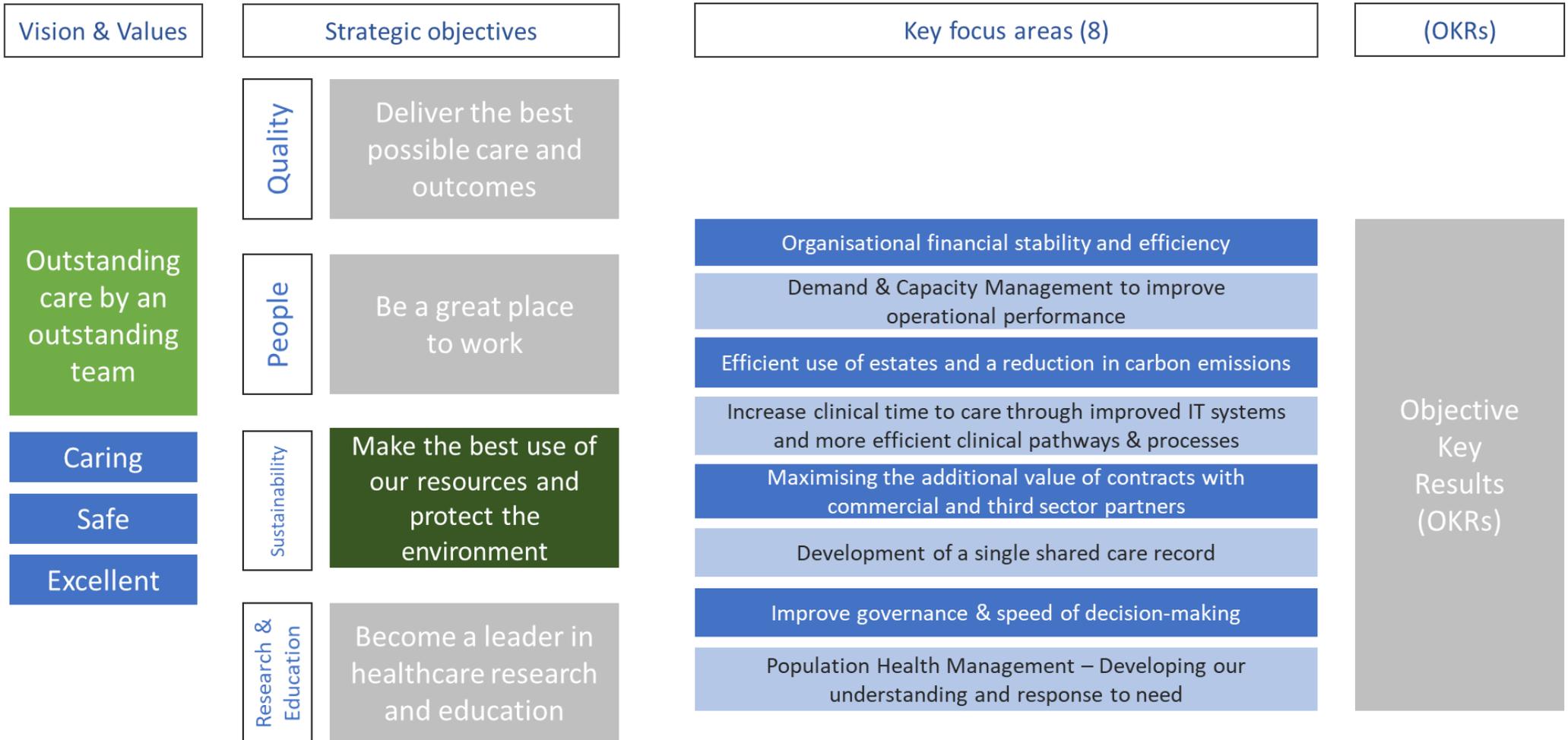
Quality – Deliver the best possible care and health outcomes

Vision & Values	Strategic objectives	Key focus areas (11)	(OKRs)
<p>Outstanding care by an outstanding team</p>	<p>Quality</p> <p>Deliver the best possible care and health outcomes</p>	<p>Improving personalised care planning and access to services</p> <p>Co-production: Patient, family and staff involvement in improving care and services</p>	<p>Objective Key Results (OKRs)</p>
	<p>People</p> <p>Be a great place to work</p>	<p>Reduce premature mortality in people with serious mental illness, learning disabilities and autism</p> <p>Minimise avoidable harm to patients and reduce restrictive practice</p>	
	<p>Sustainability</p> <p>Make the best use of our resources and protect the environment</p>	<p>Healthier people & communities – starting, living & ageing well</p> <p>Improved care for vulnerable people and people with ongoing care needs</p>	
<p>Caring</p>	<p>Research & Education</p> <p>Become a leader in healthcare research and education</p>	<p>More care at home for older people, particularly towards the end of life</p> <p>Working with our partners to collectively improve quality of care</p>	
<p>Safe</p>		<p>Improving outcomes for children & young people</p> <p>Developing our workforce to improve care for people with learning disabilities & autism</p>	
<p>Excellent</p>		<p>Collective learning from Incidents, complaints and from other organisations using a quality improvement approach</p>	

People – Be a great place to work



Sustainability – Make the best use of our resources and protect the environment



Research & Education – Become a leader in healthcare research and education



Objective Key Results (OKRs) & Integrated Performance Reporting (IPR)

Objective Key Results:

As noted above, a function of the key focus areas is to identify priority activities and workstreams for the Trust over the coming years and to provide a bridge between the high-level ambitions of the strategic objectives and a set measures and metrics to track progress. Existing and new measures and metrics have been gathered and/or created using an Objective Key Results (OKRs) approach. OKRs allow for measurement of activities that contribute to key areas of focus and workstreams and will be reported to relevant Board committees and Board.

While the key focus areas are intended to be fixed for the lifespan of this strategy, the OKRs can be updated and added to as required. To enable this, the OKRs will be an appendix to the main Trust strategy document. This approach allows for a consistency of approach for the strategy but the flexibility to adapt the metrics used to measure progress. For example, a specific OKR may be achieved and can then be replaced with a new target.

Integrated Performance Reporting:

The development of OKRs will allow the Trust to manage its performance in a new and more integrated way. To accompany this strategy, an Integrated Performance Report has been developed that shows the key strategic areas of focus, the current position, the target and a brief narrative that is owned by a named Executive Lead. This will be presented on a monthly basis to the Board of Directors and be monitored through the Executive Management Committee.