

OUR STRATEGY

2021-2026

A summary of our vision, values
and strategic objectives



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Cover: Members of staff from Oxford Health NHS Foundation Trust
Opposite: The award-winning Highfield Unit at the Warneford Hospital site in Oxford. This state-of-the-art 18 bedded facility provides specialist inpatient services for young people aged 11 to 18 with acute mental health needs.

Welcome

From our Chief Executive Dr Nick Broughton
and Trust Chair David Walker

Our ambition

Our ambition is that Oxford Health NHS Foundation Trust 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.

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) in our region.

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 COVID-19 pandemic will continue, supporting our staff and our patients will be our highest priority.

Building on strong foundations

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 capabilities.

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 to realise our ambition.

Strategic objectives

The four strategic objectives are:



Quality



People



Sustainability



Research

The most critical of these enablers will be supporting and developing the members of our Team of over 6,500 people.

Key objectives ahead

Central to this will be developing a culture of quality improvement and ensuring that colleagues across 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.

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.

Green agenda

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 better use of our 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 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 co-production will be essential to the successful implementation of the strategy and the Trust becoming truly outstanding.



Chief Executive
Dr Nick Broughton



Trust Chair
David Walker

Our services

Community-based service

Oxford Health NHS Foundation Trust is primarily a community-based service provider, delivering 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 best care and outcomes

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.

On wards and in homes

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.

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.

Specialised services

The Trust 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.

A skilled workforce

The Trust employs around 6,500 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.

Demand, capacity, and funding

Factors such as the ongoing response and longer-term impact of Covid-19, a rapidly changing commissioning landscape (with the development of regional/sub-regional integrated care systems), an increasing demand (including population increase) beyond funded capacity, high caseloads, a rise in public expectations, all increase risks to the Trust and create the underlying strategic context for this document.

Oxford Health employs around 6500 staff deployed in 260 teams operating in 150 sites.



Urgent Care Pathway Team Manager Rachel Baxter working on the Oxford Health 24-7 mental health helpline for adults and children in Oxon and Bucks. The public accesses the service via NHS 111 which is based in the SCAS control room at Bicester

Our strategy: At a glance

2021-2026

Mission

To be the **best Trust of our kind** in the country



Vision

Outstanding care delivered by an **outstanding** team



Values

Caring • Safe • Excellent



Where we provide services

Oxford Health delivers mental health and community-based physical health services to approximately two million people across an area that includes Oxfordshire, Buckinghamshire, Wiltshire, Swindon, Bath and North East Somerset.

The Trust's mental health teams provide services in the community and inpatient settings across this geography. In Oxfordshire, the Trust is the main provider of community-based physical health services delivering these in people's homes, and a range of community and inpatient settings including community hospitals. Also in Oxfordshire, the Trust provides services for adults with learning disabilities and support to their families.



Our **four** strategic objectives:



Quality

Deliver the best possible care and health outcomes

To maintain and continually improve the quality of our mental health and community services to provide the best possible care and health outcomes.

To promote healthier lifestyles, identify and intervene in ill-health earlier, address health inequalities, and support people's independence, and to collaborate with partner services in this work.



People

Be a great place to work

To maintain, support and develop a high-quality workforce and compassionate culture where the health, safety and wellbeing of our workforce is paramount.

To actively promote and enhance our culture of equality, diversity, teamwork and empowerment to provide the best possible staff experience and working environment.



Sustainability

Make the best use of our resources and protect the environment

To make the best use of our resources and data to maximise efficiency and financial stability and inform decision-making, focusing these on the health needs of the populations we serve, and reduce our environmental impact.



Research

Be a leader in healthcare research and education

To be a recognised leader in healthcare research and education by developing a strong research culture across all services and increase opportunities for staff to become involved in research, skills and professional qualifications.

Our strategic objectives in detail:

We have four strategic objectives that will unlock our potential

To move the vision and strategic objectives into delivery, the Trust has developed a set of 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** and work, and;
- Allow for oversight and **development of measures** to track progress.

These **four** strategic objectives are:



Quality



People



Sustainability



Research

“The aim of our vision over the next 5 years is to continue our ambition to deliver outstanding care and to strengthen our focus on team-working and collaboration”





Strategic priority: Quality

Deliver the best possible care and health outcomes

To deliver this objective, we will focus on:

- Improved personalised care planning and access to services
- Co-production: Patient, family and staff involvement
- Reduce premature mortality in people with serious mental illness, learning disabilities and autism
- Minimise avoidable harm to patients and reduce restrictive practice
- Enabling people to benefit from opportunities to improve their health
- Improving the health of specific groups in the population with identified vulnerabilities
- Delivering more care closer to home for older people, particularly towards end of life
- Working with our partners to collectively improve quality of care
- Supporting children and young people to have a good start in life
- Developing our workforce to improve care for people
- Collective learning from incidents, complaints and from other organisations using a quality improvements approach.



Strategic priority: People

Be a great place to work

To deliver this objective, we will focus on:

- Workforce – health, safety and well-being
- Development of staff networks for sharing
- Equality, Diversity and Inclusion
- Staff engagement and communication
- Stay and develop with us (career development)
- Providing the right tools for the job
- Workforce skills and experience and appraisals
- Developing our Leaders - Coaching and Mentoring
- Empowered to act – training in Quality Improvement
- Accessible and effective support services
- Building and developing our teams and team working.



Strategic priority: **Sustainability**

Make the best use of our resources and protect the environment

To deliver this objective, we will focus on:

- Organisational financial stability and efficiency
- Demand and Capacity Management to improve operational performances
- Efficient use of estates and a reduction in carbon emissions
- Increase clinical time to care through improved IT systems and more efficient clinical pathways and processes
- Maximising the additional value of contracts with commercial and third sector partners
- Development of a single share care record
- Improve governance and speed of decision-making
- Population Health Management – Developing our understanding and response to need.



Strategic priority: **Research**

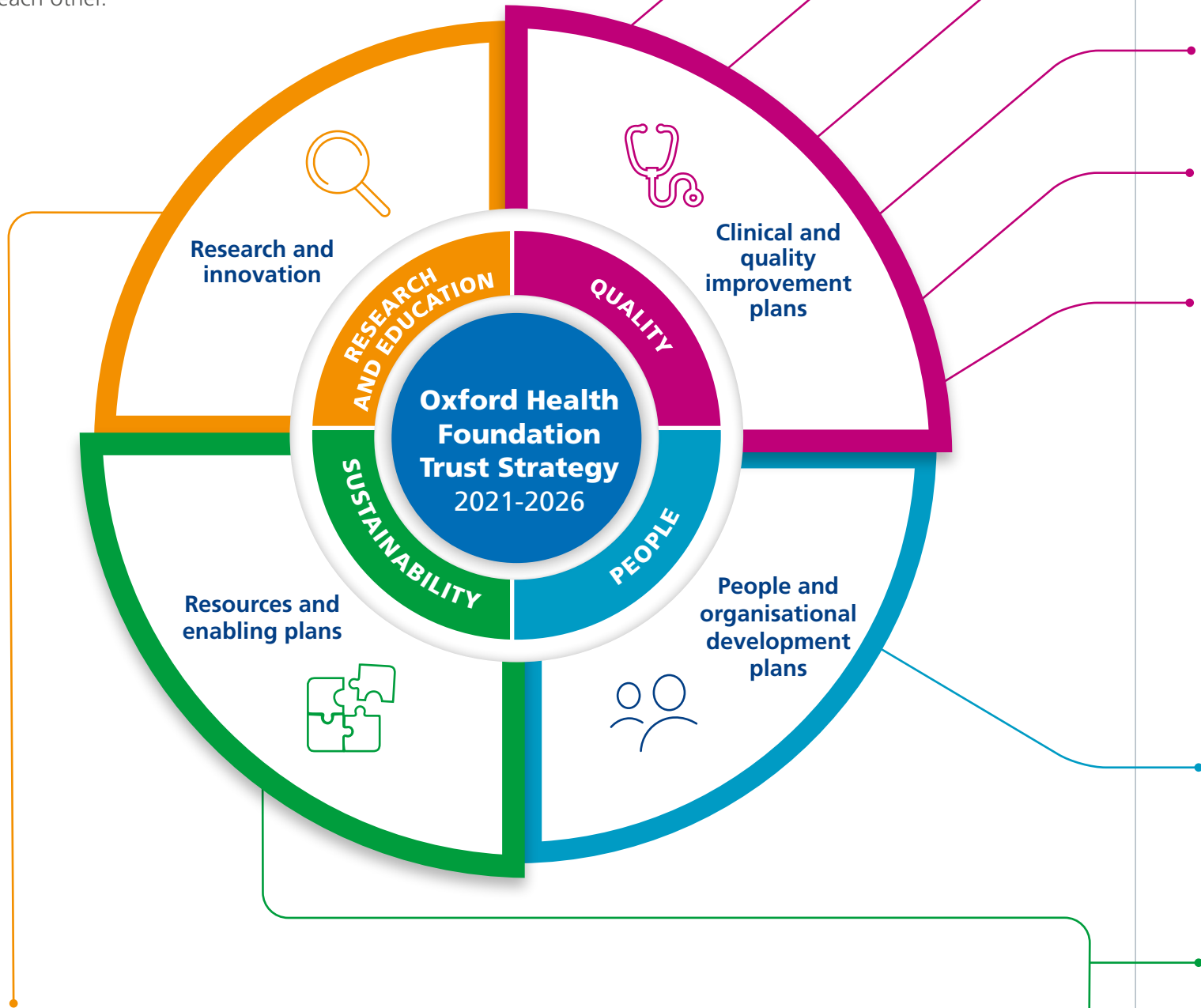
Be a leader in healthcare research and education

To deliver this objective, we will focus on:

- Translation of Research into Practice and adoption of a strong research culture across the Trust
- Renew and expand the Trust's Biomedical Research Centre
- Renew and further develop the Trust's Clinical Research Facility
- Enhance opportunities for engagement of patients, staff, public and stakeholders in research, innovation and service development
- Developing our workforce and supporting staff to increase professional skills and qualifications
- Expanding and enhancing the use of digital services
- Attract and retain the best staff through an enhanced culture of research and innovation
- Developing our staff as educators, coaches and mentors

Delivering our strategy

The purpose of the Trust strategy is to act as a coordinating document for all Trust planning and activity, in particular acting as a guide for future plans required to deliver the Trust’s strategic objectives. The information below provides an illustration of the Trust’s key plans that it will develop, and how they relate to each other.



Research strategy and innovation

The Trust’s research approach for a strong research culture to translate evidence for patient benefit. This includes increasing opportunities for staff and patients to be involved in research trials, and to increase academic partnerships. The Trust is also ambitious to develop networks across the NHS, wider public services, industry and academia that facilitate early evaluation of healthcare innovations.

Clinical strategy

A multi-year plan that sets out the Trust’s ambitions for transformation priorities to deliver population outcomes, in partnership with stakeholders and healthcare partners.

Mental health transformation programme (regional)

The Trust is working with other health and care organisations, including the third sector, in the Thames Valley and South East to transform mental health services for patients, carers and families. Increased funding for mental health services will enable workforce growth, make services more accessible for people requiring advice, support and treatment, and achieve better outcomes for the populations we serve.

Community services strategy

Will set out the Trust’s plan for its community services in Oxfordshire including community hospitals, district nursing, community therapy teams and working with primary care.

Learning disability strategy

We will work with partners and the people who use our services to improve the support for people with learning disabilities, improve their health and life opportunities, reduce health inequalities, and enable them to live their best lives.

Quality improvement

Through our annual quality improvement objectives set out in our Quality Account - and our multi-year Quality Improvement Strategy - we can increase quality improvement capacity and capability across the Trust so that it becomes an ‘everyday business’.

Experience and involvement strategy

Sets out how we engage with the people using our services (and those caring for them), and how the Trust can empower them to make shared decisions about their care, treatment and support.

People and organisational culture

We are committed to **looking after our people** protecting their health, safety and wellbeing. We will strive to have a happy and healthy workforce through the provision of appropriate support. We will create a sense of **belonging in the NHS** with a positive culture of dignity and respect and will develop managers to have a supportive, inclusive and compassionate style. Our priority is to support an inclusive workplace at Oxford Health, where staff feel safe to raise concerns and are provided with the tools to look after their own emotional, psychological and physical wellbeing.

We will use **new ways of working** to create an agile workforce with investment in reskilling/upskilling and digital literacy to support remote, flexible and networking opportunities. We will ensure that our workforce is provided with career development opportunities and, most importantly, every colleague in the Trust has an ongoing and constructive conversation with their manager regarding career development. We will be **growing for the future** by implementing plans to increase our substantive workforce and address current workforce gaps – this will be investment in workforce planning, innovative recruitment and programmes to improve retention. We will develop our strategy regarding our flexible workforce and work with healthcare partners to develop best practice.

Financial planning

Annual and long term (5 year) financial plans ensure that we do not spend more than the income than the Trust receives to provide services, that we spend money on the top priorities and, in doing so, we deliver value for money. The financial plans also include investment in the capital programme which includes Estates construction and Information Technology.

Digital strategy

Our ambitions for digital transformation to improve health outcomes and the patient experience of healthcare services.

Green plan

Our ambitions and plans to reduce our carbon emissions.

Getting involved

There has never been a better time to show how much you value the NHS. Show your support and become a member of Oxford Health NHS Foundation Trust. As a member you can help shape the local services and the future of our trust.

You help us make things better

The trust board depends on the membership to keep them in touch with what's needed in our hospitals and services. Our members help us discover how best to improve services, making sure that we put patients' and local communities' needs first. Membership is free and everyone over 12 years old is welcome to join.

Making a difference where you live

Oxford Health NHS Foundation Trust operates across Oxfordshire, Buckinghamshire, Swindon, Wiltshire, Bath and North East Somerset.

With the range of services Oxford Health provides – community hospitals, mental health services, school nurses, speech and language therapy, health visitors, dentistry, and talking therapy – it is likely that nearly everyone in our region has a stake in the future of the trust. And by signing up you can show your support to the services you value.

For more information

If you would like to find out more about getting involved please visit our membership page:

www.oxfordhealth.nhs.uk/get-involved/membership/

Email us at:

enquiries@oxfordhealth.nhs.uk

Or call our switchboard on:

01865 901 000



Top left: Research staff working at the Clinical Research Facility (CRF)

Top right: Staff at Oxfordshire Stroke Rehabilitation Unit (OSRU)

Bottom left: Staff from Luther St, GP practice of the Year

Bottom right: Staff at Didcot Community Hospital



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