<table>
<thead>
<tr>
<th>Title</th>
<th>OUHFT/OCC Joint Health and Wellbeing and Public Health Strategy for OUHFT: Annual report and 2017/18 priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Status</td>
<td>For approval and information</td>
</tr>
<tr>
<td>History</td>
<td></td>
</tr>
<tr>
<td>Board Lead(s)</td>
<td>Dr Tony Berendt, Medical Director</td>
</tr>
<tr>
<td>Key purpose</td>
<td>Strategy</td>
</tr>
</tbody>
</table>
### Executive Summary

1. The OUHFT Board first approved the Public Health Strategy for OUHFT in March 2014. The strategy sets out the approach OUHFT is taking to improve and maintain good health in the population it serves. The strategy is jointly held with Oxfordshire County Council, the responsible body for public health in Oxfordshire.

2. This report describes progress achieved between 1 April 2015, the date since the last annual report, and 31 March 2017. It also sets out priorities for action against the strategy during 2017/18 in the three priority themes:
   (i) Building capacity to promote healthy lifestyles to all patients, visitors, and staff
   (ii) Developing a health promoting environment
   (iii) Embedding population health approaches within OUHFT

3. Over the last few years, OUHFT has demonstrated a clear commitment to improving the health of the population of the county. The OUHFT Health & Wellbeing and Public Health Steering Committee meet quarterly, to oversee and develop the work. This Committee includes representatives from across OUHFT and from a broad range of partner organisations.

4. Recommendation:
   The Trust Board is asked to consider and approve the public health priorities for 2017/18 and to note the annual report.
A Joint Health and Wellbeing and Public Health Strategy for Oxford University Hospitals NHS Foundation Trust:
Annual report and 2017/18 priorities

1. Purpose
1.1. The purpose of this paper is to update the OUHFT Board on progress achieved against the OUHFT Public Health Strategy Action Plan for 2015/16, and to set out priorities for 2017/18 for the approval of the Board.

1.2. This paper documents progress achieved between 1 April 2015 and 31 March 2017. It also sets out priorities for action against the strategy’s three themes during 2017/18. The OUHFT Health & Wellbeing and Public Health Steering Committee members were in consensus that the strategy should continue to consolidate work and build on progress to date. The emerging priorities and opportunities following the Independent Commission on Health Inequalities in Oxfordshire have been incorporated.

2. Background
2.1. The strategy is held jointly with Oxfordshire County Council (OCC), the responsible body for public health in Oxfordshire. The OUHFT Board and the Oxfordshire Health Improvement Board (on behalf of Oxfordshire Health and Wellbeing Board) approved the strategy and its 2015/16 action plan in April 2015.

2.2. In July 2016, the OUHFT Health and Wellbeing and OUHFT Public Health Steering Committee joined forces as the OUHFT Health & Wellbeing and Public Health Steering Committee to strengthen our combined efforts to improve the health and wellbeing of all our staff, patients and visitors. This strategy and annual report outlines the agreed priorities for 2017/18 and progress to date of work carried out by the Centre of Occupational Health and Wellbeing (COHWB) and public health team, both collectively and distinctly.

2.3. Both the Five Year Forward View and Berkshire Oxfordshire Buckinghamshire (BOB) Sustainability Transformation Plan have demanded a major shift in focus to prevention. This national and local drive offers the necessary impetus to further embed and consolidate the population approach at OUHFT in 2017/18 and ensure OUHFT continues to be an important leader in improving and maintaining the health of the entire population it serves, including those who are currently well. This population health approach will help to address the current rising rates of demand on OUHFT services and attempt to redress widening health inequalities.

2.4. The three overarching aims of the strategy continue to be, to:

(i) Build capacity to promote healthy lifestyles to patients, visitors, and staff at all opportunities;

(ii) Develop a hospital environment that enables and promotes healthy behaviours;

(iii) Embed population health approaches within OUHFT.
3. What Oxford University Hospitals NHS Foundation Trust is doing to improve the health of the population we serve

3.1. With over one million patient contacts and 12,000 staff OUHFT are central to changing the lives of local people. Each patient contact offers an opportunity to impact on wider family, friends and carers. Keeping our staff healthy, both physically and mentally, helps them to look after their patients even better.

3.2. Here, we set out what we plan to do during 2017/18 to further achieve this aim.

We will promote healthy lifestyles to our patients, visitors and staff

3.3. Since 2014, the Here for Health Centre, a drop-in health improvement advice centre for patients, staff and visitors has been running at the John Radcliffe Hospital. This drop-in service for patients, staff and visitors has seen over 4,200 first-time contacts since opening, providing a number of effective public health interventions including smoking cessation, assessment of risk of chronic disease and delivery of brief advice and interventions with signposting or referral on to community-based services where appropriate. The service supports frontline staff to raise health behaviours of concern with a patient, without needing to be aware of the vast range of services in the community to support them in changing.

3.4. An evaluation of this service commenced November 2016, to run to January 2018 with an interim report due in August 2017. This evaluation aims to determine the feasibility, acceptability and accessibility of the service and whether it is an effective way to provide brief advice on healthy lifestyles, in order to raise the health of all, including those who are most disadvantaged.

3.5. To augment this service, we continue to train staff across our hospitals in how to give brief health improvement advice to their patients and colleagues. Training in giving brief advice and health promotion is offered to undergraduate students by the Here for Health team. In addition, the Centre of Occupational Health and Wellbeing (COHWB) Health and Wellbeing promotion specialist continues to provide the opportunity for any staff member to be trained to become a ‘Health Champion’.

3.6. The COHWB Health and Wellbeing promotion specialist proactively train staff on a range of health and wellbeing priorities. This has included raising awareness of staff health and wellbeing via the healthy hospital days offered on all four sites and monthly focused newsletters.

3.7. We have supported our patients, visitors and staff to access physical and mental health improvement information across all hospital sites, including through information boards at all sites and a variety of initiatives. In addition, access to specialist support for smoking cessation has been secured with the appointment of two smoking cessation advisors.
3.8. During 2017/18, we will:

- Expand Making Every Contact Count programmes across OUHFT
- COHWB to continue to offer opportunities for staff to train as health champions
- Look to increase access to the health improvement advice centre, including by:
  - seeking ways to expand the service to meet demand from all hospital sites, informed by the service evaluation;
  - further embedding the service into key clinical pathways;
  - continuing expansion into the community in partnership with other organisations; and,
  - addressing the wider determinants of health; exploring opportunities to run a benefits advisor drop in clinic through Here for Health.

_We will create a hospital environment that promotes health_

3.9. Our staff told us they wanted to be able to buy healthier food and drink options at our hospitals. A Trust Nutrition and Hydration Strategy 2016-21 was approved by the Trust Board in July 2016. The recommendations arising from this are being implemented across all sites. We have gained agreement from all retailers on site that price promotions and advertisement of foods high in fats, sugar and salt will be banned. This unhealthy food and drink is no longer stocked at checkouts and our healthier vending options continue to expand across all Trust sites.

3.10. The Centre of Occupational Health and Wellbeing (COHWB) 2016/17 priorities have predominantly been informed and driven by the parameters laid out in the 2016/17 Staff Health and Wellbeing CQUIN. These support staff to keep healthy, for example, by offering fast track access to workplace physiotherapy and counselling through the employment assistance programme and promoting the uptake of the winter flu vaccine.

3.11. The COHWB continues to promote the benefits of physical activity to staff and supports staff to improve physical activity by providing on-going activities and challenges both on and off site. The COHWB Health and Wellbeing Promotion Specialist has also worked closely with Active Travel to look at our hospital sites to find ways that we could increase opportunities for people to actively travel between sites and to and from home to work where possible.

3.12. An extensive program of workshops, training sessions and work with individual staff, focused on emotional and mental wellbeing is run or co-ordinated by the COHWB. This includes mindfulness courses, workshops for managers on creating a mentally healthy workplace, and offers workshops for all staff to manage stress and build resilience.
3.13. During 2017/18, we will:

- Make changes to our hospital sites to make healthier choices the easier choices, including by:
  - continuing to implement the Trust Nutrition and Hydration Strategy 2016-21, in line with national guidance;
  - achieving the Staff Health and Wellbeing CQUIN 2017-19 by increasing access to healthier food and drink options at all of our sites, 24 hours a day, 7 days a week;
  - continuing work to improve the health and wellbeing of NHS staff
  - promoting and increasing opportunities for active travel and other physical activity.
- Continue to promote and support mental wellbeing in our staff with achievement of CQUIN 2017-19 targets.
- Curtail exposure of patients, staff and visitors to second-hand smoke on our hospital sites, implementing the Smoke Free Policy.
- Aim to establish an alcohol liaison service at OUHFT.

We will make population health integral to what we do

3.14. The Public Health Steering Committee was set up in 2014 and joined forces with OUH Health and Wellbeing to become OUHFT Health & Wellbeing and Public Health Steering Committee in July 2016. This committee has guided and overseen our work in this area, including representatives from across our staff groups and divisions, and from other important organisations such as Oxford City Council and Oxford Academic Health Science Network.

3.15. During 2017/18, we will:

- Continue to encourage each clinical division to identify and commit to their own health and wellbeing priorities annually and ensure a mechanism to hold divisions accountable for the delivery of these objectives, reporting to the OUHFT Health and Wellbeing and Public Health Steering Committee every six months. In particular, divisions will be encouraged to include objectives that identify and address health inequalities.
- Work collaboratively with the Equality, Diversity and Inclusion Executive Steering Group to ensure health inequalities are an integral part of performance monitoring from OUHFT.
- Ensure explicit representation of the health inequalities agenda in on-going work programmes.
- Develop a substantive public health function within OUHFT with a defined set of responsibilities to improve the health of the population we serve.
Our guiding principles

3.16. Four guiding principles will apply across all of the work proposed here:

- **Equity** will be considered in all public health policies and interventions, and all will aim to reduce inequities in disease burden, disease risk factors, and access to services.

- **A holistic approach to physical and mental health and wellbeing** – we will take a holistic approach to health promotion, and consider physical and mental health jointly and in equal esteem in all public health policies and interventions.

- **Sustainability of resources** – including environmental resources, will be considered in all public health policies and interventions.

- **Community development** – we will look for opportunities to develop better links to benefit the wider community, and we will make sure that all public health policies and interventions are consistent with, and linked to, other initiatives across the county.

3.17. We will keep listening to feedback and checking regularly to see if what we’re doing is making an impact. We will also continue to find out what more we can do to support our patients, visitors and staff to make healthier choices.

3.18. For more information: please visit our website [www.ouh.nhs.uk/HereforHealth](http://www.ouh.nhs.uk/HereforHealth); or email public.health@ouh.nhs.uk

For our employees to find out more about staff health and wellbeing: visit the staff intranet [ouh.oxnet.nhs.uk/HealthandWellbeing](http://ouh.oxnet.nhs.uk/HealthandWellbeing) or NHS Employers [http://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-work-and-wellbeing](http://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-work-and-wellbeing); or email staff.wellbeing@ouh.nhs.uk
4. Annual report: 1 April 2015 to 31 March 2017

(i) Building capacity to promote healthy lifestyles to all patients, visitors, and staff

Training staff to deliver brief health promotion advice

4.1. The OUHFT Occupational Health and Wellbeing Promotion Specialist has continued to recruit staff ‘Health Champions’ and train them in brief health improvement advice. This is currently under evaluation as the number of volunteer health champions is reducing.

4.2. The public health team have taken valuable learning from Thames Valley MECC pilots which suggest theoretical content be delivered electronically. Resources and funding for roll out of MECC training across the Trust is being explored with Health Education Thames Valley and the BOB STP prevention workstream.

Providing information and support on improving health to patients, visitors, and staff

4.3. The Centre of Occupational Health and Wellbeing (COHWB) continue to play a central role in promoting staff awareness of health and wellbeing. Four Healthy Hospital days organised by the COHWB Health and Wellbeing Promotion Specialist ran between April 2016 and February 2017, one on each of the four hospital sites. Key issues around healthier eating, weight management, smoking cessation, improved physical activity and mental and emotional wellbeing were addressed. Activities included mindfulness, staff health MOTs, stress management workshops and special offers on healthier eating options in all food outlets.

4.4. A monthly newsletter is distributed by the COHWB for all staff, covering healthy lifestyles. This topic based approach is well received by staff.

4.5. The innovative OUHFT ‘Here for Health’ Health Improvement Advice Centre has been running since August 2014. Since that time they have had over 4,200 initial contacts. The service is subject to on-going evaluation and a formal service evaluation initiated in November 2016 is running until January 2018. Recruitment of service users completed in March 2017 and an interim report is expected in August 2017.

4.6. The Public Health team and the centre staff have engaged widely across OUHFT and community services, establishing and developing links for referrals to and onward from the service. Direct referrals from Gastroenterology and Hepatology clinicians are well-established, and Here for Health now form part of the patient pathway at a monthly obesity clinic in Paediatric Outpatients at Horton Hospital. Satellite clinics have been set up including a service at Oncology Outpatients, the Eye Hospital and main corridor of the John Radcliffe Hospital. Most recently, an online referral system has been set up on the electronic patient record (EPR) to enable easy referral to the centre.

4.7. Two successful Health and Wellbeing events have run in partnership with Macmillan Cancer Support and the OUHFT Oncology Team. In addition, four Healthy Hospital Days organised by the Occupational Health Department have run annually across the OUHFT sites to provide information and support to improve health.

4.8. The centre is a bespoke placement for Dietetics Students at OUHFT and Blue Outpatient student Nurses at the John Radcliffe Hospital. Links with local colleges have provided opportunities for health promotion work experience and projects for students.
Expand alcohol and smoking cessation services for patients and help staff to access specialist support for smoking cessation, maintaining a healthy weight and mental wellbeing

4.9. An Alcohol Liaison business case is currently being written by the CCG which once implemented will help to reduce alcohol-related harm and service burden at OUHFT.

4.10. In 2016, a Smoking Cessation Advisor joined the Here for Health team providing a drop in service and appointments as well as pop-up clinics across the hospital and educational sessions to staff. A second Smoking Cessation Advisor is expected to join the team shortly to support this work. Automatic referral systems have been embedded in the EPR system, initially for maternity patients identified as current. Options are currently being explored to expand smoking cessation advice across all sites as the Smoking Policy is adopted by the Trust.

4.11. Following several changes made by the Centre for Occupational Health and Wellbeing as to how referrals are made for mental health, waiting times for staff to receive support have significantly reduced. An eight week weight loss programme is was offered to any member of staff who wished to reduce their weight and then maintain a healthy weight. A total of 40 staff took up the offer, resulting in a total weight loss of 91.3 kilos in 8 weeks. Discounted gym membership has also been welcomed by staff.

Estimate the baseline burden of unhealthy behaviours in OUH staff, patients and visitors

4.12. Work using hospital and routine data calculated the estimated prevalence of various lifestyle risk factors among OUH staff, patients and visitors. Methods to improve data collection on lifestyle risk factors through EPR have been developed.

(ii) Developing a health promoting environment

Enable healthier food choices and physical activity for staff, patients and visitors

4.13. The Centre for Occupational Health and Wellbeing (COHWB) with the public health team repeated a survey amongst staff about food provision at OUHFT. The survey received 1,534 responses, and identified clear demand for increased availability of healthier food choices, particularly out of hours. The results will be presented to providers. However, since this survey a number of changes have been made by a group of providers who meet regularly as part of the ‘Healthier Eating Working Group’ to discuss provision of healthier food and to achieve the CQUIN 2016/17. These achievements include; the banning of price promotions and advertisement of foods high in fat, saturates, sugar or salt and removal of these unhealthier items from visible checkout areas. They continue their work towards achieving CQUIN 2017-19. The COHWB have liaised with staff to highlight key areas for expansion of healthier vending machines across the JR site.

4.14. A nutrition and hydration strategy covering the provision of staff/visitor catering, retail and patient food was approved in July 2016. The strategic objectives are being implemented across the Trust by the public health team working in conjunction with the Nutrition Strategy Group led by the Deputy Chief Nurse and the Healthier Eating Working Group, including representatives from all providers, Occupational Health, Public Health, and Facilities.
4.15. A report assessing opportunities for active travel and physical activity at all four OUHFT sites was approved by the OUHFT Health and Wellbeing Strategy Group and the Public Health Steering Committee. The Centre for Occupational Health and Wellbeing have worked closely with the Travel and Transport team disseminating the findings from a staff autumn physical activity survey completed by 2003 staff. Work is being done to ensure signage providing distance markers and indicators between sites, and that maps are available for walking and cycling. To support active travel, a cycle to work scheme is promoted and facilities planned such as cycle hoops and new sheds. Further recommendations continue to be implemented.

4.16. The COHWB has raised the profile of increasing staff physical activity during 2016 with regular lunchtime health walks, provision of table tennis tables, pedometer challenges and encouraging stair walking using signs on stairwells. Staff are incentivised with free day passes and reduced charges for gym membership and signposted to external leisure facilities. In addition, other activities are available on some sites including Zumba, Pilates and Yoga.

Improving staff mental wellbeing

4.17. Embedding the OUH Health and Wellbeing Strategy has led to continual improvement in the organisational infrastructure to underpin staff health and wellbeing. The COHWB has taken steps to increase staff awareness of, and participation in healthy lifestyle activities such as mindfulness courses, managing stress and building resilience workshops. Opportunities for managers to request a team approach to managing stress and building resilience has been offered with tailor-made workshops. A total of 850 staff attended sessions between April 1st 2016 and March 31st 2017. The COHWB has worked hard to ensure all staff have rapid access to support and counselling especially for work related problems, as such average waiting times have reduced from 30 days to 11 days.

4.18. Since July 2015, the Employee Assistance Program (EAP) has been offered to all staff. In 2016/17; 326 members of staff accessed fast track mental health support and counselling through this service, 108 sought advice via telephone or email and 2165 accessed information on the EAP website.

4.19. Creating a Mentally Healthy Workplace training programme delivered by the Centre for Occupational Health and Wellbeing to a total of 186 managers was recently externally evaluated in February 2017 by the programme designers commissioned by NHS employers. The training was found to significantly increase the level of mental health capability perception amongst managers and post training reactions were positive. Higher levels of management capability are associated with positive health and performance outcomes.
(iii) Embedding population health approaches within OUH

4.20. The Public Health Steering Committee, a sub-committee of the Trust Management Executive has met regularly. To reflect the strength of joint working, the Health and Wellbeing Committee combined in June 2016 to form the Health & Wellbeing and Public Health Steering Committee. Further meetings have subsequently been held in October 2016 and April 2017. The Executive Working Group comprising the public health team, Occupational Health and Wellbeing, and Oxfordshire County Council meets in the interims between Committee meetings.

4.21. In October 2016, the Steering Committee mapped current efforts and future plans against the Sustainability Transformation Plan themes to refresh the OUHFT public health strategy. The committee concluded the strategy should continue to build on the three existing priorities and instead focus given to embedding this within the organisation. A workshop held in April 2017 considered the implications of the Independent Commission’s Report on Health Inequalities in Oxfordshire for OUHFT. Recommendations are embedded within the OUHFT Public Health Strategy priorities for 2017/18 and further programmes of work will be agreed amongst the executive working group.

4.22. All OUHFT divisions identified their own public health objectives in their business plans for the first time in 2014/15. Action has been taken against the key strategic and operational aim for 2015 through the OUHFT Health and Wellbeing Strategy, developing a mentally healthy workplace and encouraging a culture of managing stress, building resilience and promoting mental wellbeing within the OUHFT community.

4.23. Work is currently underway to encourage OUHFT divisions to consider how they could use equalities monitoring data to identify opportunities to improve patient access, outcomes and experience and reduce any health inequalities.

4.24. Dr Louise Marshall was appointed honorary consultant providing invaluable support and leadership in work by public health specialty registrars on placement from the Thames Valley Deanery. A recent appointment of an additional honorary consultant, Dr Ben Lacey, offers further support to the Trust’s general public health function, with particular expertise in measurement of population health, use of large-scale epidemiological studies to understand major determinants of premature death and disability; and health informatics.

5. Conclusion

5.1. Strong work has continued since 2015 to ensure a population health approach for OUHFT. Highlights include the continued success of the Health Improvement Advice Centre, and strong links forged with local partner organisations. The public health team and the Centre for Occupational Health and Wellbeing, have further strengthened and consolidated links to ensure synergy and consistency of work.

5.2. Over the coming months, priorities (as set out in section 3) will include; implementation of brief advice training and access to the Health Improvement Advice Centre following learning from the evaluation, continued activity to enhance the hospital environment to
better promote health and support a mentally healthy workplace, and to encourage divisions to identify and address health inequalities and be held accountable to their commitments to improve health and wellbeing.

6. Recommendation

6.1. The Trust Board is asked to consider and approve the public health priorities for 2017/18 and to note the annual report.

Dr Holly Jenkins, Public Health Specialty Registrar
Dr Louise Marshall, Honorary Public Health Consultant
Ms Anna Hinton, Health and Wellbeing Promotion Specialist, Centre for Occupational Health and Wellbeing
Mr Andrew Stevens, Director of Strategy and Planning

September 2017