

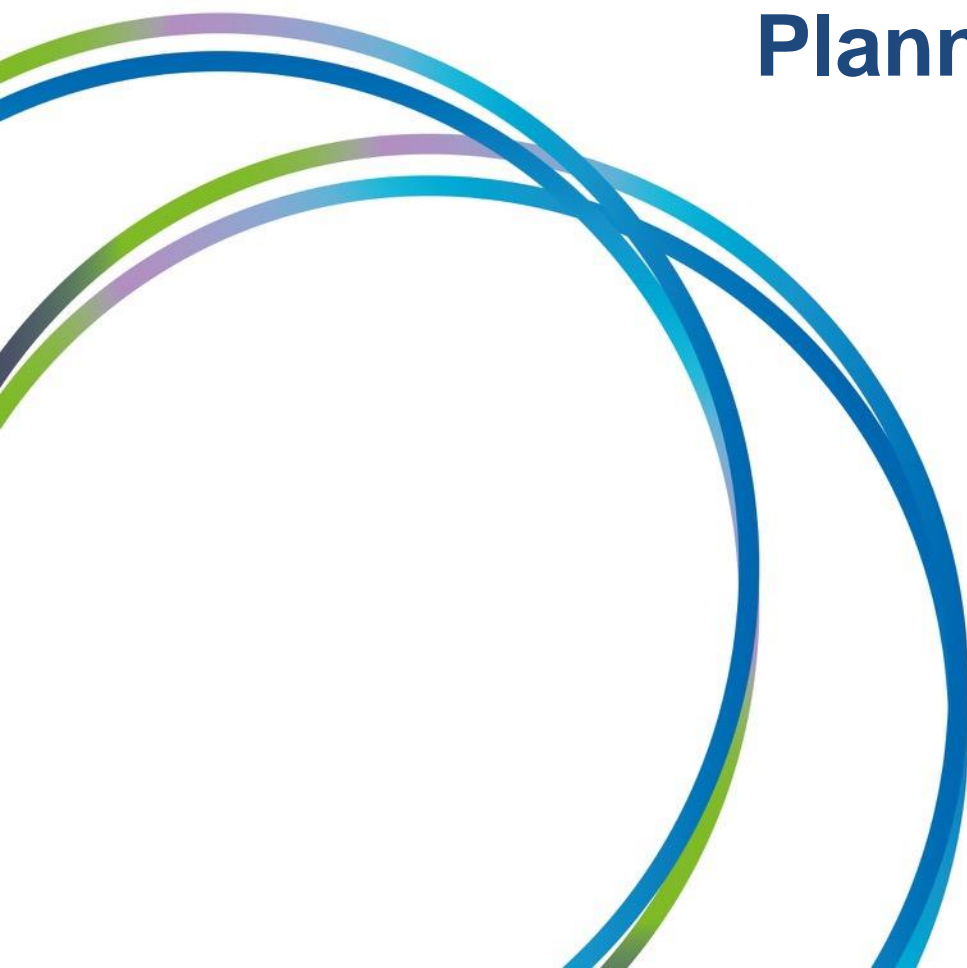


Oxford University Hospitals
NHS Foundation Trust

Planning update for 2023/24

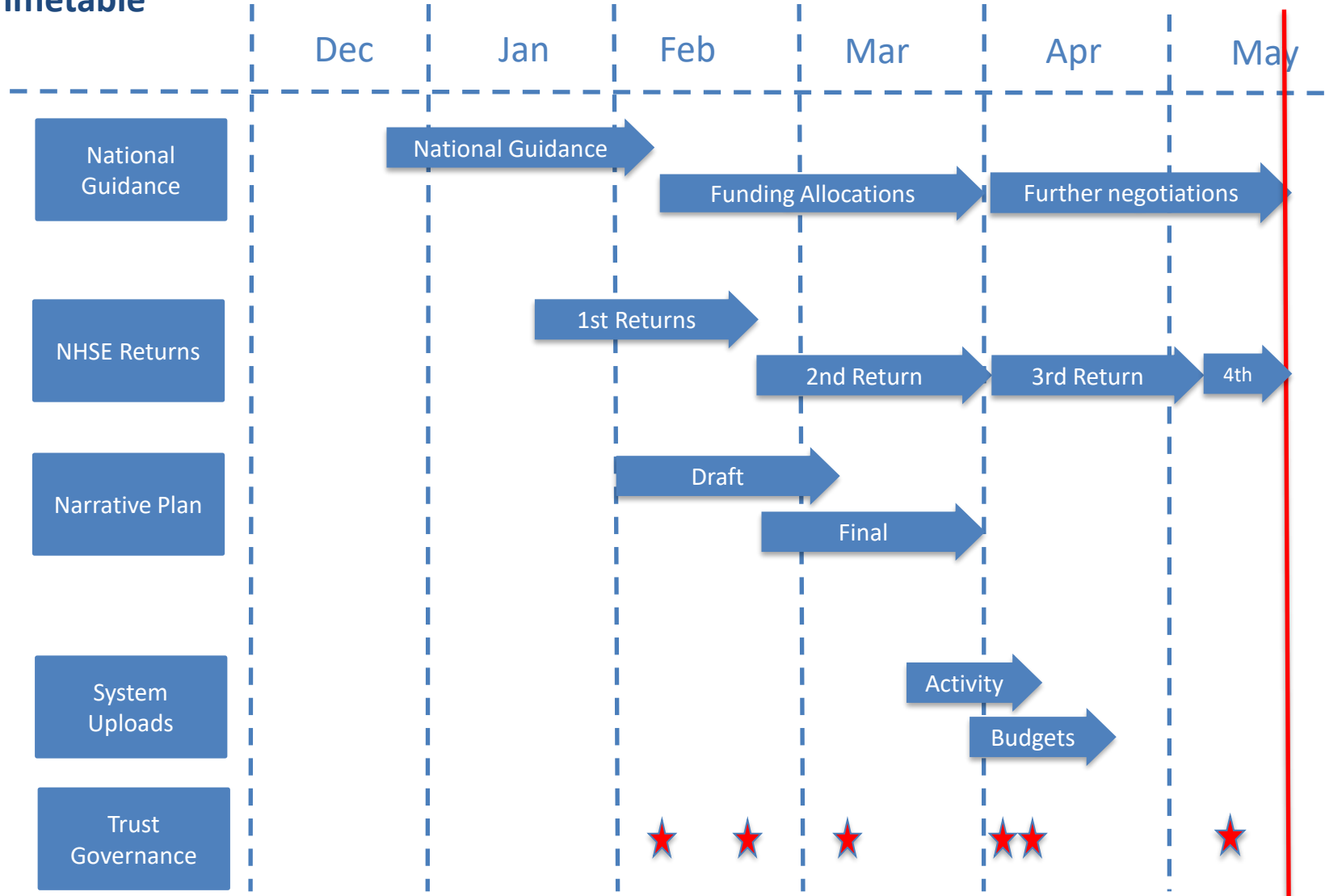
COG 12.7.23




Jason Dorsett, CFO





Timetable



STRATEGIC OBJECTIVE	SUB-THEME	2023/24 DELIVERABLES
<p>OUR PEOPLE</p>  <p>OUR PEOPLE</p>	<p>WORKFORCE EDI & HEALTH INEQUALITIES</p>	<ul style="list-style-type: none"> • <i>Implementation of EDI objectives</i> • <i>Implementation of health inequalities objectives</i>
<p>OUR PEOPLE</p>	<p>PEOPLE PLAN (YR 2)</p>	<ul style="list-style-type: none"> • <i>Wellbeing</i> • <i>Civility & Respect</i> • <i>Staff recognition</i> • <i>Supporting our teams and leaders to shine</i> • <i>Right Skills in place to deliver our services</i> <p>} <i>Draft deliverables. Staff engagement underway</i></p>
<p>OUR PATIENTS</p>  <p>OUR PATIENTS</p>	<p>CLINICAL STRATEGY (YR 1)</p>	<ul style="list-style-type: none"> • <i>See following slide</i> • <i>Local quality priorities</i>
<p>OUR PATIENTS</p>	<p>NATIONAL STANDARDS</p>	<ul style="list-style-type: none"> • <i>Eliminate 65 week waits by 31.3.24</i> • <i>Deliver 109% of 2019/20 value-weighted elective activity</i> • <i>76% of ED attendances treated within four hours</i> • <i>Improved 62 cancer waits. 75% achievement of 28 day Faster Diagnosis standard</i>
<p>OUR POPULATIONS</p>  <p>OUR POPULATIONS</p>	<p>BREAKEVEN & MEDIUM TERM FINANCIAL SUSTAINABILITY</p>	<ul style="list-style-type: none"> • <i>£2.9m deficit plan due to unfunded inflation (PFI, energy, clinical negligence)</i> • <i>5% efficiency (2.7% cash releasing, 0.8% non-cash releasing, 1.5% non-recurrent)</i>
<p>OUR POPULATIONS</p>	<p>COLLABORATIONS & PARTNERSHIPS</p>	<ul style="list-style-type: none"> • <i>Key ICB and wider partnerships</i>



STRATEGIC OBJECTIVE	SUB-THEME	2023/24 DELIVERABLES
OUR ROLE	LOCAL & SPECIALIST CARE	<ul style="list-style-type: none"> TBC
	QI, E, I & R	<ul style="list-style-type: none"> New Education Centre Opens; BRC4; SDE, Improvement Academy
	ANCHOR INSTITION	<ul style="list-style-type: none"> PSDS project starts, Carbon accounting
OUR SERVICES	CANCER	<ul style="list-style-type: none"> CAR-T cell therapy, Breast Clinic CDC expansion
	CHILDREN & YOUNG PEOPLE	<ul style="list-style-type: none"> Children’s Hospital Branding; Virtual Wards and HGH
	CRITICAL CARE	<ul style="list-style-type: none"> TBC
	ENABLING SERVICES	<ul style="list-style-type: none"> LIMS; pharmacy business case; pre-op
	LOCAL SERVICES	<ul style="list-style-type: none"> Virtual Ward expansion; ophthalmology
	LONG TERM CONDITIONS	<ul style="list-style-type: none"> PIFU; remote monitoring; mobile outreach (hepatology)
	SPECIALISED SERVICES	<ul style="list-style-type: none"> Genomic Medicine Service expansion, MKUH PPCI go live
	UEC	<ul style="list-style-type: none"> UCC expansion in partnership with primary care
	WOMEN, MATERNITY, NEONATES	<ul style="list-style-type: none"> Maternity plan next phase
OUR SITES	JR	<ul style="list-style-type: none"> Theatres project approved & construction starts, PSDS starts
	CHURCHILL	<ul style="list-style-type: none"> CICU expansion business case
	NOC	<ul style="list-style-type: none"> TBC
	HGH	<ul style="list-style-type: none"> PSDS starts

Key Performance Indicators (4th & final submission)

	People	Activity	65 wks	4hrs	Finance
Baseline	13,926	c92%	c.600	62.1%	£(72.8)m
Inflation					(43.8)
Efficiency	nil	N/A	N/A	N/A	£36.3m
Contracting					57.1m
Elective Growth	nil	nil	(600)		nil
UEC Growth	nil			13.9%	nil
Other	21				21.0
Plan	13,947	TBC	nil	76%	£(2.8)m

22/23 reported finance between £5m deficit and breakeven

Inc. £6m PFI, £18m energy (net of recharges), £3m CNST.

2.7% of income / 3.5% of costs

Negotiated back including, £19.9m ERF, £8.3m COVID

65 wks, P1s, P2s and cancer delivered by current capacity

System and Trust activities to improve baseline

Workforce growth from business cases. One-off financial items

Planning “Gap” – Difference between NHSE expectations and Trust plan

	People	Activity	65 wks	4hrs	Finance
NHSE Target	nil	109%	Nil	76%	£(0.0)m
Plan	21	TBC	nil	76%	£2.9)m
Gap	21	TBC	nil	nil	£(2.9)m

OUH planned deficit

We have not yet estimated this as the currency is price-weighted activity. OUH is currently at c.90%-95%. So the Trust is likely to miss this measure

NHSE expects no workforce growth given OUH 5.3% decline in productivity since 19/20. Note national average decline is 16.7%

Key Risks

1. **76% 4 hr standard may not be achieved:** dependency on primary care and adult social care, limited additional resources (WTEs/£s) allocated
2. **65wk waits may not eliminated:** impact of industrial action, impact of urgent care , limited additional resources (WTEs/£s) allocated
3. **Cancer performance (62 days and FDS) may not improve:** impact of industrial action, limited additional resources (WTEs/£s) allocated
4. **Sickness and turnover worsen:** operational pressures including industrial action may make the Trust a more difficult place to work
5. **Temporary staffing may not reduce:** new recruitment only affordable if bank and agency use reduces
6. **Deficit may be worse than £2.9m:** internal requests for “cost pressures” have been rejected. Efficiency target is ambitious.
7. **Cash risk:** £2.9m deficit + planned level of capital reduces cash and under a downside scenario the Trust will be forced to rely on DHSC cash support