

OUR CLINICAL SERVICES

We provide a wide range of clinical services, specialist services (including cardiac, cancer, musculoskeletal and neurological rehabilitation) medical education, training and research.

Most services are provided in our hospitals, but over six percent are delivered from 44 other locations across the region, and some in patients' homes.

The clinical services at the Oxford University Hospitals are grouped into five Divisions. These Divisions are responsible for the day-to-day management and delivery of services within their areas in line with Trust strategies, policies and procedures.

Each Division is headed by a Divisional Director, a practising clinician who is supported by a Divisional Nurse and General Manager.

The five divisions comprise:

Neurosciences, Orthopaedics, Trauma and Specialist Surgery Division

- **Neurosciences:** Neurology; Neurosurgery; Neuropathology; Neurophysiology; Neuro Intensive Care; Spinal Surgery
- **Specialist Surgery:** ENT; Ophthalmology; Oral and Maxillofacial Surgery; Plastic Surgery and Craniofacial; Vascular Surgery
- **Trauma:** John Radcliffe Trauma Unit; Horton Trauma Ward; Major Trauma Centre
- **Orthopaedic:** Orthopaedic Surgery; Rheumatology; Orthopaedic Theatres; Recovery and High Dependency Unit; Orthotics and Prosthetics

Medicine, Rehabilitation and Cardiac Division

- **Ambulatory Medicine:** Diabetes, Endocrine and Metabolism; Clinical Immunology; Dermatology; Clinical Genetics; Infectious Diseases and Genitourinary Medicine; Chest Medicine

- **Acute Medicine and Rehabilitation:** Emergency Medicine; Acute General Medicine and Horton Medicine; Psychological Medicine and Psychology; Gerontology and Stroke Medicine; Discharge Lounge; Therapies; Oxford Centre for Enablement/Rehabilitation/Wheelchairs
- **Cardiology, Cardiac and Thoracic Surgery:** Cardiology; Cardiac Critical Care; Adult Cardiac Surgery; Thoracic Surgery; Cardiac Theatres; Cardiothoracic Anaesthesia

Children's and Women's Division

- **Children's:** Children's Medicine and Specialist Medicine; Children's Surgery and Specialist Surgery (Cardiac and Neuro); Children's Intensive and High Dependency Care; Neonatology; Community Paediatrics; Children's Therapies
- **Women's:** Obstetrics and Midwifery; Women's Theatres; Gynaecology; Midwifery-led Units

Surgery and Oncology Division

- **Oncology and Haematology:** Clinical Oncology; Clinical Haematology, Haemophilia and Thrombosis; Medical Oncology; Medical Physics and Clinical Engineering; Palliative Medicine
- **Surgery:** Breast and Endocrine Surgery; Acute Surgery; Upper and Lower Gastrointestinal Surgery; Gynae-Oncology; Hepatobiliary
- **Renal, Transplant and Urology:** Renal and Dialysis; Transplant; Urology
- **Churchill Theatres, Endoscopy and Gastroenterology**

Clinical Support Services Division

- **Theatres, Anaesthetics and Sterile Services:** Anaesthetics; Resuscitation; Pre-operative Assessment; John Radcliffe and West Wing Theatres and Day Case Unit; Horton Theatres; Pain Service; Adult Critical Care
- **Pathology and Laboratories**
- **Adult Critical Care, Pre-operative Assessment, Pain Services and Resuscitation**
- **Radiology and Imaging**
- **Pharmacy**

Clinical networks and specialised commissioning

Clinical networks have an important input into specialist commissioning. The networks develop responses to the recommendations of national service improvement programmes with a common feature being recommendations to centralise specialist resources and expertise. In close collaboration with academic clinical research, the networks work reciprocally with providers across a region to ensure the best outcomes for patients by providing seamless access to specialist healthcare when needed.

Clinical networks involving the Oxford University Hospitals are:

- Cancer
- Cardiovascular (including cardiac surgery, cardiology vascular and stroke services)
- Critical care
- Maternity
- Neonatal
- Pathology
- Renal
- Trauma

OUR COMMISSIONERS

- **38.4% of the Trust's income for the delivery of patient services comes from the Oxfordshire Clinical Commissioning Group.**
- **48.7% of income comes from specialist commissioners.**
- **12.9% comes from other commissioners outside Oxfordshire.**



ABOUT US

Oxford University Hospitals NHS Trust



Oxford University Hospitals NHS Trust (OUH) is one of the largest acute teaching trusts in the UK, with an international reputation for its role in teaching and research. The Trust provides general hospital services for people in Oxfordshire and neighbouring counties, and specialist services on a regional and national basis. In addition to Oxfordshire, a significant proportion of our patients come from Buckinghamshire, Berkshire, Wiltshire, Northamptonshire and Warwickshire.

The Trust runs four hospitals: the Nuffield Orthopaedic Centre, the John Radcliffe and Churchill hospitals in Oxford, and the Horton General Hospital in Banbury. It employs around 11,500 people.

Four hospitals, one Trust, one vision

Our name, *Oxford University Hospitals NHS Trust*, represents our vision to integrate patient care, teaching and medical research to deliver the best in clinical treatment. It also signals a strengthened partnership with the University of Oxford. Our collaboration with the University of Oxford underpins the quality of the care that is provided to our patients; and our services and treatments benefit from the latest research developments and clinical trials.

Our existing university collaborations include the ambitious research programmes, funded by the National Institute for Health Research (NIHR), and established through the Oxford Biomedical Research Centre (BRC) and at the Biomedical Research Unit in musculoskeletal disease at the Nuffield Orthopaedic Centre. These set the standard in translating science and research into new and better NHS clinical care.

Our hospitals

The John Radcliffe Hospital in Oxford is the largest of the Trust's hospitals and the home of many departments, including the majority of the Trust's corporate functions. It is the site of the county's main accident and emergency service, the Major Trauma Centre for the Thames Valley region, and also provides acute medical and surgical services, intensive care and women's services. The Oxford Children's Hospital, the Oxford Eye Hospital and the Oxford Heart Centre are also part of the John Radcliffe Hospital.

The Churchill Hospital in Oxford is the centre for the Trust's cancer services and a range of other medical and surgical specialties. These include: renal services and transplant, clinical and medical oncology, dermatology, haemophilia, infectious diseases, chest medicine, medical genetics, palliative care and sexual health. It also incorporates OCDEM (the Oxford Centre for Diabetes, Endocrinology and Metabolic Medicine). The hospital, and the adjacent Old Road campus, is a major centre for healthcare research, and hosts the departments of the University of Oxford's Medical Sciences Division and other major research centres such as the Oxford Cancer Research Centre, a partnership between Cancer Research UK, Oxford University Hospitals and the University of Oxford.

The Nuffield Orthopaedic Centre has been treating patients with bone and joint problems for more than 80 years and has a world-wide reputation for excellence in orthopaedics, rheumatology and rehabilitation. The hospital also undertakes specialist services such as children's rheumatology, the treatment of bone infection and bone tumours, and limb reconstruction. The renowned Oxford Centre for Enablement is based on the hospital site and provides rehabilitation to those with limb amputation or complex neurological or neuromuscular disabilities suffered, for example, through stroke or head injury.

The Horton General Hospital in Banbury serves the people of North Oxfordshire and surrounding counties. Services include an emergency department, acute general medicine and general surgery, trauma, obstetrics and gynaecology, paediatrics, critical care and the newly expanded Brodey Centre offering treatment for cancer. The outpatient department runs clinics with specialist consultants from Oxford in dermatology, neurology, ophthalmology, oral surgery, paediatric cardiology, radiotherapy, rheumatology, oncology, pain rehabilitation, ear nose and throat (ENT) and plastic surgery. Acute general medicine also includes a medical assessment unit, a day hospital as part of specialised elderly care rehabilitation services, and a cardiology service. Other clinical services include dietetics, occupational therapy, pathology, physiotherapy and radiology.

TRUST BOARD MEMBERS

Our Board membership comprises:

Non-executive Directors

- Dame Fiona Caldicott, Chairman*
- Professor Sir John Bell*
- Mr Alisdair Cameron*
- Mr Christopher Goard*
- Professor David Mant, OBE (Associate non-executive Director)
- Mr Geoffrey Salt (Vice Chairman)*
- Mrs Anne Tutt*
- Mr Peter Ward*



Dame Fiona Caldicott
Chairman



Sir Jonathan Michael
Chief Executive

Executive Directors

- Sir Jonathan Michael, Chief Executive*
- Dr Tony Berendt, Medical Director*
- Mr Paul Brennan, Director of Clinical Services*
- Mr Mark Mansfield, Director of Finance and Procurement*
- Mr Andrew Stevens, Director of Planning and Information
- Mr Mark Power, Director of Organisational Development and Workforce
- Ms Catherine Stoddart, Chief Nurse*
- Mr Mark Trumper, Director of Development and the Estate
- Ms Eileen Walsh, Director of Assurance

The asterisk indicates those members holding voting positions, in line with The Health Service Trusts (Membership and Procedure) Regulations 1990.*



OUR VALUES

Our values reflect what is important to staff and patients in terms not only standards of care and treatment, but also in how we behave and the decisions we take to deliver the best possible healthcare. They reflect the principles, values and pledges of the NHS Constitution and play a key part in describing how we deliver compassionate excellence.

The Trust Values:

**Learning | Respect | Delivery | Excellence
Compassion | Improvement**

These values underpin our drive for continuous improvement in delivering high quality services that exceed our patients' expectations. We actively support the development of engaged and informed staff who understand how their efforts contribute to the success of the organisation. This helps us to deliver effective change, service improvements and innovative ways of delivering care.

The Trust's strategic objectives are to deliver:

- 1 **Compassionate excellence** – the kind of healthcare we would all expect for ourselves and our families
- 2 A well-governed and adaptable organisation
- 3 Better value health care
- 4 Integrated local healthcare
- 5 Excellent secondary and specialist care through sustainable clinical networks
- 6 The benefits of research and innovation to patients

Oxford University Hospitals 
NHS Trust

FOUR HOSPITALS, ONE TRUST, ONE VISION

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| <p>John Radcliffe Hospital
Headley Way, Headington
Oxford OX3 9DU
Tel: 01865 741166</p> | <p>Nuffield Orthopaedic Centre
Windmill Road, Headington
Oxford OX3 7HE
Tel: 01865 741155</p> |
| <p>Horton General Hospital
Oxford Road
Banbury OX16 9AL
Tel: 01295 275500</p> | <p>Churchill Hospital
Old Road, Headington
Oxford OX3 7LE
Tel: 01865 741841</p> |

Contact us at: chiefexecutive@ouh.nhs.uk
or media.office@ouh.nhs.uk

For our full annual report, visit www.ouh.nhs.uk

If you have a specific requirement, need an interpreter, a document in Easy Read, another language, large print, Braille or audio version, please call **01865 221473** or email PALSJR@ouh.nhs.uk

Oxford University Hospitals 
NHS Trust

AT A GLANCE... WHO WE ARE AND WHAT WE DO



DELIVERING THE BEST CLINICAL TREATMENT AND PATIENT-CENTRED CARE

We want every patient's experience to be an excellent one and we work hard to understand what matters most for our patients and their families.

Our quality goals and priorities in 2015/16

We are committed to providing the highest standard of care and we listen to the views of our patients, our staff, our commissioners and other stakeholders to ensure we continue to deliver improvements.

Throughout the year, we have consulted with our patient groups and organisations representing our local communities to tell us what matters to them. Oxfordshire Healthwatch has helped to inform our quality priorities through its strategic joint needs assessment on what patients and the public feel are important to improve our services and outcomes.

Quality Improvement Priorities for 2015-16



Our performance in respect of these priorities is detailed in the *Quality Account* at: www.ouh.nhs.uk/about/publications

Quality Improvement Nurse Educators

These roles will focus on quality improvement in the clinical setting and will lead on a range of projects including, for example, the *FallSafe Care Bundle* to reduce the number and severity of in-patient falls, as well as improving nutritional assessments and care planning. The overall purpose is for the Nurse Educators to work with and develop clinical staff to deliver harm-free care.

VITAL STATISTICS

During the year our hospitals deal with approximately:

- 1 million patient contacts
- 114,000 planned admissions
- 89,500 emergency admissions
- 130,000 emergency department attendances
- 1.4 million meals for patients

Nursing and Midwifery Strategy

Our Nursing and Midwifery Strategy aims to improve patient outcomes and establish the Trust as a leading UK centre with an outstanding international reputation as a leader in nursing and midwifery. The strategy sets the direction for developing nursing and midwifery at the Trust from 2015-18 and has five key themes:

- Excellent nursing and midwifery clinical practice
- Career-enhancing education and professional development
- Leading the way in practice development research
- Growing exceptional nursing and midwifery leaders
- Developing innovative nursing and midwifery care models.

Academic and research partnerships

We have close partnerships with the University of Oxford's Medical Sciences Division and Oxford Brookes University's Faculty of Health and Life Sciences, which provide renowned teaching and education for doctors, nurses and other healthcare professionals. A Joint Working Agreement between the Trust and the University of Oxford provides the formal structure to share ideas and activities in the pursuit of excellence in patient care, research and education.

The Trust is also part of a network involving local health and social care providers, commissioners, universities, business and life sciences industry called the Oxford Academic Health Science Network. It supports collaboration, research and innovation across the NHS, universities and business, designed to tackle some of the biggest healthcare challenges through the support of the life sciences industry.

Celebrating innovation and progress...

“As one of the largest acute trusts in the country our main priority is to deliver excellent healthcare for all of our patients. We work closely with our university partners and have some of the largest academic clinical departments in the UK.”

Expansion of Emergency Assessment Unit

The **Emergency Assessment Unit** at the John Radcliffe Hospital has been redesigned to improve the facilities and the overall experience for our patients. In particular, part of the redevelopment has included installing dementia-friendly brightly-coloured yellow doors and information signs.



Many patients admitted to the Emergency Assessment Unit are aged over 75, or those with chronic, long-term conditions. The refurbished unit provides a more comfortable environment with 25 seated treatment areas, nine rapid nurse assessment spaces, and 23 beds.

Patients are accepted to the unit by referral from GPs, ambulance staff or from the Emergency Department. The unit cares for patients over a period of around 12 hours to monitor and assess their needs, before they are either discharged home or admitted on to hospital wards if further treatment is required.

YOUNG PATIENTS ARE GETTING TO GRIPS WITH VIRTUAL GYM

A 'virtual gym' is using computer game technology to appeal to young patients undergoing rehabilitation.



The interactive zone set up in the Children's Outpatients Department at the Nuffield Orthopaedic Centre is designed to help with the management of chronic pain, juvenile arthritis, and neurological conditions, as well as recovery after orthopaedic and spinal surgery. It includes a treadmill, rowing machine, cross trainer, exercise bikes and a 'CardioWall' – all connected to computers.

Julia Smith, Specialist Paediatric Physiotherapist at the NOC said: *“The interactive equipment adds a new dimension to exercising and acts as a distraction for our young patients who can choose to focus on the screen and what their 'character' is achieving, rather than focusing on any pain, stiffness or fatigue they may feel.”*

SERVICE DEVELOPMENT

Providing better pathways of care through partnership working

As an acute healthcare provider we are experiencing a greater demand from an ageing population with increasingly complex health and social care needs. We are working with GPs, health and social care colleagues and the voluntary sector to develop integrated pathways of care that meet the needs of patients in a more holistic and joined-up manner.

Better support for frail, elderly patients – a range of initiatives has been introduced to provide care closer to home for elderly patients and those with long-term conditions and to help them leave hospital sooner. Examples include:

- developing the **Supported Hospital Discharge Service** and becoming an authorised provider of domiciliary care in Oxfordshire to support patients in their own homes in the first two weeks after discharge while appropriate social care packages are put in place
- **Emergency Multidisciplinary Units (EMUs)** – in partnership with local GPs and Oxford Health NHS Foundation Trust we have jointly created Emergency Multi-disciplinary Units in Abingdon and Witney with a further unit planned for Banbury at the Horton General Hospital. These units act as a halfway house between GPs and hospital emergency departments and can treat any serious medical emergency except for heart attacks and stroke. Patients are referred to EMUs by their GP.

Focus on prevention through public health

The Trust is committed not just to treating disease, but to improving people's health across Oxfordshire. It isn't only our patients' health that's important to us; we have 12,000 staff members whom we want to keep healthy as well. We know that looking after our staff, physically and mentally, helps them in looking after our patients.

The Trust opened a unique health advice centre in August 2014 to help patients, visitors and staff improve their health and wellbeing through lifestyle changes. The **Here for Health** drop-in service is based in the Trust's outpatients department at the John Radcliffe Hospital, and is open Monday to Friday from 9am to 5pm.

The centre is staffed by health promotion specialists who provide information and advice about healthy lifestyle choices – particularly relating to diet, exercise, alcohol, smoking and weight management. They are also able to point people in the direction of further support available elsewhere.

Here for Health is a key element of the Trust's Public Health Strategy, developed jointly with Oxfordshire County Council, which aims to improve health and prevent disease. Since opening, more than 300 people have used the centre for advice on improving their health and wellbeing.



OUR AIM is to deliver high quality services that exceed our patients' expectations.

OUR VISION is to deliver excellence and value in patient care, teaching and research within a culture of compassion and integrity.

INNOVATION IN CARE

Getting fit for surgery

Patients are benefitting from a new service which helps improve their fitness before having an operation.

A state-of-the-art Cardiopulmonary Exercise Test (CPET) facility opened in the new pre-assessment clinic at the Churchill Hospital. It helps assess a patient's overall fitness level prior to major surgery.



The equipment measures responses to varying levels of exercise by monitoring heart rate, blood pressure and the amount of oxygen and carbon dioxide in the blood during exercise. The information gives anaesthetists an insight into how the patient's heart and lungs are likely to behave under the stress of surgery.

Robotic surgery reduces operation time

The development of **robotic surgery** means that operations which would have taken 12-14 hours can now be done in just three or four hours. As a result patients are recovering more quickly and spending less time in hospital. Oxford is one of only a handful of centres offering trans-oral robotic surgery. Patients are taking part in trials comparing the impact of robotic surgery and other techniques on outcomes.

Children's cancer services at the Horton extended

More children living in north Oxfordshire who develop cancer can now receive a range of the services they need at the Horton General Hospital in Banbury instead of having to travel to Oxford. Young haematology and oncology patients can attend the hospital for:

- blood and platelet transfusions
- routine antibiotics or prolonged courses of antibiotics or antivirals
- immunity-boosting drug administration
- dressing changes and blood samples
- regular progress reviews.

RESEARCH COLLABORATIONS

Oxford to host Genomic Medicine Centre

Oxford University Hospitals was chosen by NHS England in December 2014 as one of 11 new Genomic Medicine Centres to deliver the 100,000 Genomes Project. This project aims to transform healthcare by improving prediction and prevention of disease and diagnostic tests, and allow personalisation of drugs and other treatments.

The first patients began being recruited in February 2015.

Telehealth technology developed in Oxford wins national prize

Smartphone based technology developed in Oxford to help women who develop diabetes during pregnancy won a national prize in October 2014. The GDM-Health project won the Best Digital Initiative award at the *Quality in Care Diabetes Awards*. The system transmits blood glucose readings from a Bluetooth-enabled blood glucose meter to a smartphone application, with results sent via a secure website where health professionals can review the information and follow-up with an SMS message to patients. It enables diabetes specialists to monitor patients remotely, assess results and provide feedback in real time. As a result patients get better care and spend less time in hospital. The project, a collaboration between the Trust, the University of Oxford and the Oxford Biomedical Research Centre, is now being rolled out to other hospitals.

