



The Year Ahead

OUR AMBITION AND PRIORITIES FOR 2019/20

OUR MISSION

To improve health and alleviate pain, suffering and sickness for the people we serve.

OUR VISION

To deliver and develop excellence and value in patient care, teaching and research through a culture of compassion and integrity.

Our Strategic Themes

BUILDING
CAPABILITIES

HOME
SWEET HOME

FOCUS ON
EXCELLENCE

GO
DIGITAL

MASTER
PLANNING

HIGH QUALITY
COSTS LESS

SUSTAINABLE
COMPLIANCE

OUR VALUES: Learning | Respect | Delivery | Excellence | Compassion | Improvement

OUH's **FIVE KEY PRIORITIES** for this year are:

1 IMPROVE OUR SAFETY CULTURE

Embedding best practice consistently in the care received by our patients so that no patients are adversely affected by avoidable harm.

2 ACHIEVE THE OPERATIONAL TRAJECTORIES AS SUBMITTED TO NHS IMPROVEMENT

Improved delivery of the A&E 4 hour access standard with performance of 90%, avoiding patients waiting in excess of 52 weeks for their planned treatment and maintaining performance against access standards for patients with cancer, with delivery of the 62 day standard from December 2019.

3 DELIVER THE 2019/20 WORKFORCE PLAN

Advancing initiatives which support and develop our staff, improve recruitment and retention, grow our substantive workforce and strengthen staff engagement, leadership and culture across the Trust.

4 DELIVER THE TRUST CONTROL TOTAL FOR 2019/20

Deliver the £37m control total for 2019/20 while improving the underlying position and reducing reliance on one-off transactions.

5 REFRESH OUH'S FIVE YEAR STRATEGIC PLAN

Refresh the Trust's five year strategic plan with an increased focus on delivering integrated care and working in partnership with other organisations.



2019/20 QUALITY PRIORITIES:

1 PATIENT SAFETY

- Reducing Never Events – particularly around safe surgery and procedures**
 Prevent Never Events, avoidable adverse events which should not happen if specific safety checks are consistently applied, by for example producing more OUH Local Safety Standards for Invasive Procedures (LocSSIPs).
- Launching the new version of the National Early Warning Score (NEWS2)**
 Standardise the assessment and treatment of acutely unwell patients through the Trustwide implementation of NEWS2 by 30 June 2019.
- Patient Safety Response Teams**
 Run a pilot on the John Radcliffe Hospital site for 8-12 weeks and evaluate the impact before a Trustwide rollout is considered – the team will review all moderate and above clinical harm incidents daily and, if required, visit clinical areas to support patients, relatives and staff.
- Reducing stillbirths**
 Reduce stillbirths by 20% by 31 March 2020 by introducing the 5 elements in NHS England's Saving Babies' Lives Care Bundle.

2 CLINICAL EFFECTIVENESS

- Sepsis care – antibiotics within 1 hour**
 More than 90% of sepsis patients to receive antibiotics within 1 hour by 31 March 2020 because prompt treatment can reduce the duration and severity of subsequent illness.
- Reducing the number of 'stranded' patients**
 16% reduction in the number of patients with an extended length of stay in hospital (*more than 21 days*) by 31 March 2020.
- Digital – rollout of SurgiNet module in Cerner Millennium**
 To support best care for patients undergoing surgery and procedures.

3 PATIENT EXPERIENCE

- Patient Portal to support better interaction with hospital services**
 A new, secure online system that will enable patients to access more healthcare information as it is rolled out to more services and becomes available via smartphone as well as online.
- Care of patients with mental health issues**
 Child and Adolescent Mental Health Services (CAMHS) and Emergency Department Psychiatric Service to see 100% of patients referred to them within 1 hour by 31 March 2020.
- Home Assessment Reablement Team (HART) services**
 By 31 March 2020, 60% of patients supported by HART after leaving hospital to be able to live independently at home.

2019/20 STAFF PRIORITIES:

1 GROW AND STRENGTHEN OUR WORKFORCE

- Grow our workforce by 300 people through effective recruitment of new staff, improved retention of existing staff, and reduced use of temporary staffing (bank and agency).
- Expand the number of new and innovative roles, including 100 additional nursing associates and more apprentices.
- Strengthen career pathways for our staff, both clinical and non-clinical.

2 DEVELOP A SUPPORTIVE, COMPASSIONATE AND EMPOWERED CULTURE

- Improve staff recognition and appreciation, not only through the annual Staff Recognition Awards and other award schemes but also by appreciating and thanking staff for what they do on a daily basis.
- Develop the leadership and management skills needed for key roles at different levels, especially frontline managers.
- Extend the use of the Affina Team Journey toolkit to help improve the effectiveness of teams within all Divisions and Directorates at OUH.

3 MAKE OUH A GREAT PLACE TO WORK

- Support new members of staff when they join the Trust and, as a result, improve retention of staff within their first two years.
- Implement a Trustwide rollout of values based appraisals (VBAs) and ensure that at least 85% of staff have an appraisal.
- Ensure that at least 90% of staff complete their statutory and mandatory training.
- Improve staff parking, other transport and the working environment to make it easier for staff to get to work and to feel valued at work.
- Strengthen mediation services to support individual members of staff and teams.
- Launch an improved electronic learning management system (e-LMS).

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