

Our Mission: “To deliver consistently excellent high value care across our geography through network collaboration and knowledge sharing, always working to improve patient experience, patient safety and outcomes and to create wealth by innovation.”

We see the AHSN as an exciting opportunity to develop partnerships that will transform healthcare and the life sciences economy in our local geography. It is an opportunity for all in our community to unite with a common purpose, to address local priorities and to build an innovative, integrated approach to healthcare for the future. We will create and deliver a financially robust and sustainable AHSN with partners who support and promote each other and want to participate because our AHSN will:

- have a modus operandi that is aligned to the objectives of individual partner members;
- respect and embrace our partners’ diversity and complementarity and harnesses both to deliver results;
- offer equality of opportunity for all to create synergistic, adaptive and innovative solutions to the needs of our population; and
- share accountability and leadership amongst partners through appropriate and clear governance arrangements.

Our Vision: “Building on our achievements in healthcare through partnership to nurture, identify and facilitate the adoption and spread of innovations that improve patient outcomes, population health and create wealth.”

Our membership network represents a community of interest whose purpose is to deliver the best and safest care and outcomes based on the needs of our population closer to home, supported by the highest quality education and research capabilities. Together these will promote the growth of industry and business enterprises offering best practice and innovative health, education and research solutions at a national and international level. Our broader vision is of a network, which collaborates with commissioners to explore new models of commissioning, joint accountability and management of financial risk, alignment of incentives, bundled payments and capitation contracts, to obtain the best value from the health programme budget for our population.

Our Footprint: Our AHSN:

- extends beyond the traditional boundaries of Thames Valley (Berkshire, Buckinghamshire and Oxfordshire) into Milton Keynes and Bedfordshire to the east, to Northamptonshire and Warwickshire to the north and to Swindon and Gloucestershire to the west;
- is an area of geographical coherence with due regard to well-established linkages of patient flows, training and education flows and research networks;
- represents a geography of market and light industrial towns combined with substantial areas of low-density rural populations, separated from hospital care by significant distances but with strong transport infrastructure; and
- has a population 3.3 million in the centre of England with a health programme budget of at least £7.5 billion.

Our membership includes Bedford Hospital NHS Trust, Bedfordshire Borough Council, Bedfordshire CCG, Mid Bedfordshire Council, University of Bedfordshire, Milton Keynes Commissioning, Milton Keynes Community Health Services, Milton Keynes Council, Milton Keynes Hospital NHS FT, The Open University, Aylesbury Vale CCG, Buckinghamshire Healthcare NHS Trust, Bucks New University, Chiltern Primary Care Commissioning Group, , Northamptonshire Healthcare NHS FT, Heatherwood & Wexham Park Hospitals NHS FT, Berkshire Healthcare NHS FT, East Berkshire Clinical Commissioning Groups, University of West London, Royal Berkshire NHS FT, the Patient Safety Federation, West Berkshire Commissioning Groups, the University of Reading, Oxford Brookes University, Oxfordshire Clinical Commissioning Group, Oxfordshire County Council, Oxford Health NHS FT, Oxford University Hospitals NHS Trust, The University of Oxford, South Central Ambulance Service NHS FT, Southern Health NHS FT, South Warwickshire CCG*, South Warwickshire NHS FT*, UK Cochrane Centre, Centre for Acceleration of Medical Innovations, George Centre of Healthcare Innovation, Health Experience Institute, Minnervation, Said Business School, Solutions for Public Health, and Better Value Healthcare. (*Organisations with secondary relationship with the Oxford AHSN)

Our affiliated partners include Gloucestershire Hospitals NHS FT, Great Western Hospital NHS FT, Northampton General Hospital NHS Trust, ISIS Innovation, NHS Innovations South East, Oxfordshire Chamber of Commerce, Oxfordshire Local Enterprise Partnership, Oxford Business First, Genetic Alliance UK and South East Health Technology Alliance.

Our governance arrangements will reflect the guidance and be based on partnership, collaboration and clear lines of accountability and responsibility. We will work with bodies including the LETB, CLRN, topic-specific LRNs, Association of British Healthcare Industries, Association of British Pharmaceutical Industry and the established clinical networks to ensure cross-representation. These arrangements will be developed in the next phase and will seek to simplify the landscape within the AHSN to support the development of the strengthened structures for innovation, research and education.

Strategic Goals:

- To identify and reduce unwarranted variation of patient outcome by disseminating evidence based best practice through a clinical network infrastructure.
- To understand the health needs of our population and to improve health through prevention and education, keeping our population well, independent and, ideally, out of hospital; and supporting our economy to promote full employment.
- To increase the cost-effectiveness and value of care delivered to our population, thereby releasing resources to sustain and improve delivery to meet our population’s expectations.
- To bring the benefits of research to patients through the rapid diffusion of the findings of clinical trials across the

network's population and to accelerate their establishment in main stream clinical practice.

- To recruit, train and retain a workforce committed to our purpose and who will develop our culture of quality, collaboration, integration, innovation and wealth creation.
- To contribute to economic development and wealth creation in our geography and beyond by increasing the number and range of relationships with industry and business, promoting entrepreneurship to grow local life sciences clusters.
- To provide state-of-the-art informatics platforms for the acquisition, management, integration (particularly in relation to the EPRs) and analysis of linked biological and patient data across the health economy, facilitating research, driving service improvement and enabling large scale patient engagement.
- To evolve knowledge management and education strategies to train and educate our multi-professional workforce to absorb and adopt the discoveries of today and seek out new ones for tomorrow.

Levers:

- Integration embedded in network programmes for disease management not only to remove gaps between provider organisations and waste, but also to align service delivery with service planning, prevention and health education.
- Drawing on the successes of certain clinical service programmes, to create clinical care networks for all clinical services to share and exchange information and best practice, and to describe network standards.
- Reporting of partners' metrics across the network in an innovative programme to address quality and value metrics in a transparent, constructive and supportive manner.
- Integrating the work of Oxford's successful NIHR Biomedical Research Centre and Unit with the potential provided by a NIHR 'Area' Clinical Research Network and six CRC Clinical Trial Units. Completing the translation process into mainstream practice, using the umbrella of a network research body to align with clinical network programmes.
- Using the strengths of our higher education partners to work with LETBs and HEE to ensure the development of a highly skilled, multi-professional healthcare workforce that expresses the values and behaviours necessary to deliver the requirements of a modern patient-centred healthcare system.
- Oxford and the Thames Valley is the only region in the UK to host an EU "HealthTIES" cluster aimed at integrating the expertise and experience of local bodies to bring together providers, academia and life sciences business and industry to form new strategic partnerships that promote and accelerate discovery of the next generation models of treatments, drugs and medical technology. The AHSN will work closely with the HealthTies cluster.

Key Deliverables:

- Establishment of a sustainable academic health science network across the geography.
- Development of a balanced scorecard of KPIs to ensure accountability to our local communities and taxpayers.
- Reduction of variation in clinical outcomes drawing on the expertise and knowledge of all partners.
- Increased overall recovery levels with cognitive behaviour therapies for anxiety disorders and depression by reducing between service variability.
- Sustained and measurable improvements in the experience of patients and their families.
- Development of health programmes to reduce obesity and diabetes, and address other key public health imperatives.
- Increase in network participation and recruitment in clinical research trials and programmes, and the acceleration of local research approval and delivery to time of these programmes.
- The delivery in clinical practice of the high impact innovations and the designated "push" technologies, whilst at the same time supporting the generation of local innovation projects and their diffusion.
- Development of new knowledge-based business to create wealth drawing on existing strengths of partners and making new partnerships.
- Increased size and value of local life sciences clusters and increased employment within them.

Innovation: Our network has a very strong tradition in innovation, from clinical practice (True Colours), through translating life sciences discoveries from T1 to T4 (vaccine development), and introducing innovative clinical technologies, through to creating new working relations and organisations with commercial partners and industry, to spawning 'spin-out' companies.

Themes: Network partners will prioritise the following to explore: **Population health**, identifying variance in population health and equity of healthcare provision and creating population programmes for management of major diseases such as diabetes or groups such as the frail elderly; **shared decision-making and patient experience**, using feedback through increased sharing of information and decision-making to contribute significantly to outcome and value, and build strength in the community; **mental health and dementia**, accelerating diffusion of psychological therapies, development of care pathways for specific patient groups integrating delivery, research and training and reduce between service variability in recovery rates, through an outcome-focused managed network; **long-term conditions**, developing innovative, evidence-based telehealth tools and technology integrated into patients' lifestyle to enhance self-management and enable remote monitoring, with the aim of reducing unplanned hospital admissions; **genomic medicine**, accelerating the diffusion of new methods of disease definition, stratified treatment and design of efficacious treatments into mainstream clinical practice in an equitable manner, and educating and training the workforce and raising public awareness; **knowledge management**, developing innovative models of managing knowledge within organisation, using technologies to facilitate induction, CPD and workforce training; and **economic development**, creating innovative models of entrepreneurship that utilise the advantages of efficiency, effectiveness and flexibility of a cluster to grow local wealth and employment.