

Trust Board Meeting: Wednesday 12 March 2014

TB2014.38

Title	Public Health Strategy for OUH NHS Trust
--------------	---

Status	For Approval
History	The Trust Management Executive considered the draft Strategy at its meeting on 27 February 2014.

Board Lead(s)	Andrew Stevens, Director of Planning and Information			
Key purpose	Strategy	Assurance	Policy	Performance

Executive Summary

1. Oxford University Hospitals NHS Trust (OUH) is the primary provider of acute health care services to the population of Oxfordshire, but it has the ability to play a much wider role in improving the health of this population. This ability has been recognised by the Board in approving the development of a public health strategy for OUH.

2. The purpose of this paper is to seek the approval of the Trust Board for this public health strategy for OUH, with priorities for 2014/15. This strategy will be jointly owned with Oxfordshire County Council (OCC), which is the responsible body for public health in the County, and will also be subject to approval by the Oxfordshire Health Improvement Board, on behalf of the Oxfordshire Health and Wellbeing Board.

3. OUH employs over 11,000 staff and has around 1 million patient contacts every year, plus many more visitors. The Trust is therefore ideally placed to promote healthy lifestyles and improve health at the population level.

OUH is committed to working with partners to shift care out of hospital settings where appropriate. However, the economic climate and demographic change dictate that the growing demand for health care services is addressed.

This public health strategy for OUH will demonstrate innovative commitment to improving the health of the population of the county, and thereby also to reducing the demand on local health services through the prevention of ill health. It will strengthen links with OCC and build on strands of public health work already happening at OUH.

This strategy proposes public health priorities for 2014/15 that will build capacity to promote healthy lifestyles, create a more health promoting environment, and embed public health approaches within OUH.

Recommendation

The Trust Board is asked to approve this joint public health strategy for Oxford University Hospitals NHS Trust for 2014/15.

A Public Health Strategy for Oxford University Hospitals NHS Trust: 2014/15

1. Purpose

- 1.1. The purpose of this paper is to seek the approval of the OUH Board for the proposed Public Health Strategy for 2014/15 for Oxford University Hospitals NHS Trust (OUH).
- 1.2. This is a joint strategy with Oxfordshire County Council (OCC), the responsible body for public health in Oxfordshire, ensuring that it is aligned with county-wide public health programmes and priorities. This strategy will therefore also be subject to approval by the Oxfordshire Health Improvement Board, on behalf of Oxfordshire Health and Wellbeing Board.
- 1.3. In September 2013, both Boards approved the development of this joint strategy for 2014/15, to include consultation on longer-term public health priorities for OUH.

2. Background

- 2.1. OUH is the primary provider of acute health care services in Oxfordshire, but it has the potential to play a much broader role in improving the health of this population. This role for OUH in the wider public health agenda was stressed in the public consultation on the Trust's strategy, presented in the 2013 Integrated Business Plan.
- 2.2. Rising demand and financial pressures on the NHS are predicted to continue over the next decade, driven by the needs of a growing and ageing population that is experiencing more chronic disease, and increasing costs of providing health care.
- 2.3. Tackling behavioural risk factors such as smoking, obesity, poor diets, low-levels of physical activity, and alcohol misuse, can achieve major health benefits across the life-course: from better outcomes during pregnancy and childbirth, through to a better quality of life in older age. Furthermore, some of the leading causes of ill health and premature death can be prevented, such as heart disease, stroke, diabetes, and cancer. This will have the added benefit of reducing demand on local health care services.
- 2.4. With more than 11,000 staff and around 1 million patient contacts each year, plus many more visitors, OUH is ideally placed to promote healthy lifestyles and behaviours, and improve health at the population level. The Trust's potential health promoting influence also extends to the families of staff, patients and visitors, and to the wider local community in which it holds a prominent and respected position.
- 2.5. This public health strategy recognises the important role that OUH can play in improving the health of the population of Oxfordshire. It demonstrates innovative commitment to improving the health of this population, and thereby also to reducing demand on local health services. It is aligned with the view of the Department of Health that hospitals have a responsibility to promote healthy behaviours, and with OUH's mission: "The *improvement of health* and alleviation of pain, suffering and sickness for the people it serves", to be achieved by "providing high quality, cost-effective and integrated health care, and through... the development of its workforce".
- 2.6. This strategy will reinforce how OUH operates as a valued member of the community it serves, and from which it employs so many people. It is jointly owned by OCC, ensuring that the OUH public health strategy and the wider Oxfordshire health and

wellbeing strategy are aligned. Joint ownership of this strategy will also strengthen links between the two organisations.

Public health need

2.7. Oxfordshire health services are facing unprecedented and rising demand. The major needs of the county's population are:

- reducing the burden of preventable disease – that which is attributable to smoking, obesity, poor diets, low levels of physical activity, and alcohol misuse;
- supporting an ageing population to maintain their health and independence; and
- reducing inequalities in health – within Oxfordshire, men living in the least compared with the most deprived areas live, on average, an extra 6 years, and women an extra 3 years.¹

2.8. In addition to preventing ill health in the first place, improved health behaviours in patients will maximise long-term treatment outcomes, and can contribute to preventing readmissions to hospital.

2.9. A healthy workforce is essential to a successful hospital. Staff health not only reduces absenteeism, but also influences patient experience, patient safety, and clinical outcomes.² If OUH staff are typical of the population of Oxfordshire, as many as 2,300 are likely to be obese, 7,500 may not be eating healthily, and 9,500 not getting enough physical activity.¹ The OUH staff survey identified mental health and musculoskeletal health as priorities for staff members.

2.10. Online consultation for this 2014/15 public health strategy received 900 responses, the majority (804) of which were from OUH staff members. The top two public health priorities among respondents were to improve staff mental health and wellbeing, and to support and enable healthy choices through changes to the hospital environment. In addition, more than two-fifths of 'free-text' suggestions concerned the food provision at OUH, ranging from calls to increase the availability of healthy choices, to removing unhealthy options entirely.

3. The OUH Public Health Strategy 2014/15

Approach

3.1. This strategy sets out public health priorities for 2014/15 for OUH. These have been identified through consultation with staff and key partners, assessment of current public health activity at OUH, and analysis of need and gaps. They are aligned with public health priorities for the county, and consistent with NICE public health guidance.

3.2. This overarching public health strategy will draw together current public health activity at OUH where appropriate, and help ensure activities are consistent, complementary, and synergistic. The various groups leading these activities have been consulted on and closely involved in the development of this strategy.

3.3. Creating a health promoting hospital requires embedding public health at all levels, and across the breadth of activities, at OUH. In addition to the overarching Trust-wide priorities outlined in this strategy, the five divisions are being asked to identify their own public health objectives, for inclusion in their business plans for the first time in 2014/15.

- 3.4. This strategy aims 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 public health approaches within OUH.
- 3.5. This strategy sets out priorities in each of these areas for 2014/15. The accompanying action plan outlines specific initial actions and milestones for 2014/15 (see appendix). This action plan is a working draft that will be further developed within this strategic framework through a multi-agency, multi-disciplinary public health steering group that will be formed to oversee the delivery of this strategy.
- 3.6. Cross-cutting themes of equity and sustainability of resources will apply to all actions associated with this public health strategy.

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

Why is this important?

- 3.7. Behavioural risk factors can be improved through brief interventions delivered in health care settings, such as giving advice or signposting to relevant services.
- 3.8. Delivering brief interventions and advice in a secondary care setting may also help to address inequalities in health and in access to preventive care. People with lower socioeconomic status are more likely to access emergency acute health care, less likely to access primary preventive services, and are more likely to undertake unhealthy lifestyle behaviours.
- 3.9. Helping staff to improve their own health behaviours will enable and empower them to deliver health improvement messages to patients and visitors.

What is currently happening at OUH?

- 3.10. OUH staff members are being trained to deliver brief health improvement advice and interventions through several separate initiatives: (i) Two departments are involved in the Thames Valley 'Making Every Contact Count' (MECC) pilot programme, delivering brief advice to patients and visitors on topics such as smoking and healthy eating. (ii) The OUH Occupational Health and Wellbeing Specialist is recruiting and training staff to deliver brief opportunistic health promotion advice to OUH colleagues, with the aim of developing a network of 'Health Champions' across the Trust. (iii) Junior doctors are delivering brief intervention training to colleagues in delivering patient advice on diet and exercise through the national 'Move Eat Treat' campaign.
- 3.11. Oxfordshire Smoking Advice Service support patients and staff who wish to quit smoking across all hospital sites in Oxfordshire as well as training frontline staff to deliver direct smoking cessation support for patients.
- 3.12. A Community Safety Practitioner has been recruited to provide brief interventions relating to alcohol consumption in the emergency department (ED), including referral to specialist services as required. The ED Psychiatric Service also take referrals of patients with alcohol dependence.

2014/15 Public Health Strategy priorities

- 3.13. The 2014/15 strategy will consolidate and expand the provision of brief health promotion advice and interventions at OUH to patients, visitors and staff.
- 3.14. This ambition will require the development of a brief intervention training strategy for the whole trust, provision of appropriate and consistent training, staff capacity for training, and an information resource for health promotion and local services. Examples of issues that will be addressed include diet, physical activity, excess weight, smoking, alcohol and other substance misuse, plus mental wellbeing.
- 3.15. Delivery of this priority will include the recognition of OUH as a training centre for health promotion, the introduction of a dedicated health improvement clinic, and expansion of alcohol and smoking cessation services to patients.

(ii) Developing a health promoting environment*Why is this important?*

- 3.17 As a health care provider, large employer, and member of the wider community, OUH has a responsibility to make the healthy choice the easy choice for all patients, visitors, and staff whilst at the hospital sites.
- 3.18 The hospital environment not only impacts on behavioural choices within that setting, but also on longer-term health beliefs of people exposed to that environment.³ The OUH public health consultation highlighted that making the hospital environment a healthy environment is a high priority among respondents.
- 3.19 Both the staff survey and the public health consultation have revealed staff mental health and wellbeing to be a major priority for OUH.

What is currently happening at OUH?

- 3.20 Physical activity: promotion of physical activity to staff is on-going through an employer cycle purchase scheme, availability of subsidised gym membership, and onsite fitness classes. However, barriers to accessing these, including lack of awareness, were identified through the consultation.
- 3.21 Food provision: a healthier eating working group involving food providers, facilities management, clinical staff, public health, and occupational health and wellbeing are exploring ways of achieving healthier food provision at OUH sites. A recent staff survey on food provision and healthier eating at OUH received over 2000 responses.
- 3.22 Tobacco control: OUH is currently reviewing its 2012 smoke-free policy, aspects of which are not currently operational or enforced.
- 3.23 Staff mental health: OUH operates a staff mental health policy which outlines procedures for the identification of mental health problems, plus support and referral.

2014/15 Public Health Strategy priorities

- 3.24 The 2014/15 strategy will work to better understand the hospital environment and the barriers and enablers of healthy lifestyle choices within that setting.
- 3.25 Following this, actions will be identified and taken to improve the ability of the hospital environment to promote healthy behaviours for patients, visitors, and staff.

(iii) Embedding public health approaches within OUH*Why is this important?*

- 3.26 Public health needs to become a priority for all at OUH, and a public health approach must be embedded within the wide activity of the Trust. Dedicated staffing and governance structures are needed to drive and monitor the delivery of this strategy, coordinating and managing current and future activity, and building on progress to date. A sustainable, professional public health presence within OUH will be key to this.
- 3.27 This public health strategy for 2014/15 needs to evolve into long-term public health objectives for OUH, which are embedded in all Trust activity, and included in the Trust's Business Plan.
- 3.28 Specialist public health skills can contribute to numerous aspects of Trust activity both by using a population approach and by acknowledging the individual perspective. Areas where specialist public health skills can add value include audit, service planning, needs assessment, data interpretation, evidence synthesis, peer review, evaluation, and inter-organisational work.

What is currently happening at OUH?

- 3.29 In response to the 2009 Boorman review of NHS Health and Wellbeing,² OUH developed a staff health and wellbeing strategy, and a health and wellbeing strategy group was set up in 2011 to implement this. The Trust has an active Occupational Health and Wellbeing Department which employs a Health and Wellbeing Promotion Specialist who leads work on staff health and wellbeing promotion.
- 3.30 Three Public Health Specialty Registrars from the Oxford Deanery have been placed at OUH during 2013/14, working under the Director for Information and Planning. Amongst wider work on audit, data interpretation, and service planning, this team have led the development of this strategy.
- 3.31 A group of OUH junior doctors, nurses, and allied health professionals have set up a group called *Health 4 Healthcare* who work to promote healthy living among staff and patients through directly engaging with front line staff, including organising a 'Healthy Hospital Day'.
- 3.32 Public health objectives now form part of the Trust's annual business plan.

2014/15 Public Health Strategy priorities

- 3.33 The 2014/15 strategy will work to embed public health approaches within the Trust, and build sustainable public health leadership to drive forward, monitor, and expand the delivery of public health work across the Trust.
- 3.34 Delivering this priority will include the development of a multi-agency, multi-disciplinary public health steering group, plus definition of governance structures within OUH and OCC; inclusion of public health objectives in the Trust business plan; increased awareness of and support for public health approaches throughout the Trust and the local community; and development of a business case for the future of public health at OUH.

3.35 Extensive consultation among staff, patients, visitors, and the wider community and partners will be carried out to inform longer-term public health priorities for OUH through to 2019/20.

4. Conclusion

4.1 OUH has the potential to significantly improve the health of the population it serves and from where it employs its staff. This Public Health Strategy offers a mechanism to consolidate public health related activities currently operating within the trust, and to expand this activity to address the health priorities of trust staff, patients, and visitors. It also demonstrates innovative commitment from OUH to improve the health of the population and reduce demand on local health services.

4.2 In jointly developing and owning the strategy with OCC, links between the two organisations will be strengthened. Joint ownership will also provide external support and help ensure that the OUH public health strategy complements the wider health and wellbeing strategy for Oxfordshire.

4.3 Achievement of the priorities outlined in this strategy will be measured against the identified actions and outcome milestones, and reported ultimately to the OUH Board and Oxfordshire Health Improvement Board, and more widely communicated to all OUH staff, partner organisations, and the wider local community,

5. Recommendation to the board

5.1 The Trust Board are asked to approve this OUH public health strategy for 2014/15.

Appendix A: Working draft OUH public health strategy 2014/15 action plan

This is a working draft and the action plan will be further developed across organisations through the OUH public health steering group, once established.

Andrew Stevens
Director of Planning and Information

Report prepared by:
Louise Marshall
Public Health Specialty Registrar

March 2014

References

-
- ¹ Association of Public Health Observatories (2012) Health Profile 2012, Oxfordshire. Public Health England.
 - ² Boorman S (2009) NHS Health and Wellbeing. Final Report. London: Department of Health
 - ³ Sahud et al (2006) Marketing Fast Food: Impact of fast food restaurants in children's hospitals. Pediatrics 118(6): 2290-2297