

Sir Jonathan Michael  
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8 April 2014

Dear Jonathan

### **Foundation Trust application**

This letter confirms that Oxfordshire Clinical Commissioning Group and Oxford University Hospitals NHS Trust have continued to work closely to align our forward plans as OUH completes its application to operate as an NHS Foundation Trust.

As part of the process to agree contracts for 2014/15, your Trust has shared with us your planning assumptions on activity and finance. These have been used to inform our agreement of terms for a contract for 2014/15.

In order to allow Oxfordshire to undertake a programme to transform services to address key performance pressures in the local health and social care system, we have agreed to operate with a 'non-compliant' contract for 2014/15. We expect to work together during the coming year to find a sustainable and affordable solution to the increase in A&E attendances and emergency admissions that Oxfordshire has seen in recent years and the unacceptably high numbers of patients experiencing delayed transfers of care.

The Trust has set out its strategy to improve the care it provides for local people through a combination of improvements to staffing, facilities and flow within its own services and through work to achieve more integrated care pathways for older people and for people with long term conditions. We have been pleased to see improvements made to emergency care services since the winter of 2012 and recognise the day-to-day challenges posed by the level of delayed transfers in Oxfordshire.

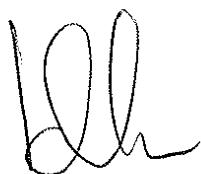
Oxfordshire CCG expects to have commissioned activity sufficient to enable referral to treatment time standards to be met at Trust and CCG level in 2014/15. We will continue to work together to develop plans to manage activity to an affordable level, recognising the rise seen in outpatient referral during 2013/14.

It is clear that the delivery of high quality care whilst achieving the level of cost savings required in Oxfordshire will need service transformation, new ways of working between organisations and some courageous decisions. Following a Gateway Review of our work on outcomes based commissioning, Oxfordshire CCG aims to identify an appropriate

mechanism to deliver improved outcomes for older people. We anticipate receiving proposals during April 2014 from Oxford University Hospitals NHS Trust and Oxford Health NHS Foundation Trust to move this forward.

We look forward to working with OUHT to transform the services available for the people of Oxfordshire as your Trust makes progress towards operating as a Foundation Trust.

Yours sincerely

A handwritten signature in black ink, appearing to read 'I. Wilson', with a stylized, cursive script.

**Ian Wilson CBE**  
**Interim Chief Executive**