Oxford University Hospitals
NHS Foundation Trust

Cover Sheet

Trust Board Meeting in Public: Wednesday 30 September 2026

TB2026.73

Title:	**Proposed Board Objectives: October 2026 to March 2027**

Status:	**For Decision**
History:	

Board Lead:	**Interim Chief Executive Officer**
Author:	**Simon Crowther, Interim Chief Executive Officer**
Confidential:	**No**
Strategic Pillar:	**Performance**

Proposed Board Objectives: October 2026 to March 2027

1. Purpose

1.1. This paper details the proposed Board Objectives for delivery between October 2026 and March 2027.

2. Background

2.1. The organisation has agreed it's annual plan and priorities for the current financial year. This paper reinforces those key priorities with a view to ensuring Board focus and oversight for the second half of the year.

3. Proposed Objectives – October 2026 - March 2027

Improve Quality, Safety and Maternity Assurance

3.1. The continued delivery of safe care in areas of heightened scrutiny whilst also demonstrating progress is essential.

3.2. In achieving this objective, focus will centre on:

- Our Maternity Improvement Programme
- Patient Safety performance
- Learning from incidents
- CQC and regulatory preparedness
- Delivery of Quality Strategy actions

3.3. This objective will be measured though:

- Improved maternity trajectories
- A reduction in patient harm
- Timely closure of safety actions
- Positive external assurance

Improve Access and Operational Performance

3.4. Over the next 6 months, a sustained improvement in access standards and operational flow is proposed.

3.5. To achieve continuous improvement, focus will be centred on:

- RTT recovery
- Cancer Standards

- Diagnostics performance
- UEC performance
- Patient flow and discharge
- Productivity improvement

3.6. Achievement of this objective will be demonstrated by:

- Improved national-standard compliance, in line with plan
- Reduction in the number of long waiters
- Improved emergency flow metrics
- Reduced operational escalation

Strengthen our Workforce and Culture

3.7. Over the next six months, our focus will be on our objective of making the OUH a great place to work and improving staff experience.

3.8. Achievement of this objective will be demonstrated through focus on:

- Delivery of Year 2 of our People Plan 2025-2028
- Leadership capability
- Staff wellbeing
- Tackling Bullying and Harassment
- Development of our Speak Up culture

Deliver Financial Sustainability

3.9. Focus over the next 6 months will be delivering the agreed financial plan whilst maintaining safe and effective services.

3.10. Key deliverables will be centred around:

- Delivery of CIP and savings programmes
- Reduction in recurrent deficit drivers
- Strengthened financial control and accountability
- Cash and liquidity management

3.11. Achievement of this objective will be demonstrated by:

- Delivery of the financial plan
- Delivery of CIP target
- A reduction in non-recurrent reliance
- Improved financial governance assurance

Deliver Strategic Transformation and Digital Priorities

3.12. This objective centres around the acceleration of delivery of the Trust's key transformation programmes.

3.13. Focus will centre on:

- Current Digital transformation e.g AVT
- Data and SDE development
- Transformation governance
- Benefits realisation

3.14. Achievement will be measured through:

- Key milestones achieved
- Productivity gains delivered
- Digital adoption increased
- Benefits realised and evidenced

Strengthen Organisational Assurance and Governance

3.15. The aim of this objective is to ensure the Trust Board is provided with clear evidence that risks are identified, controlled and mitigated.

3.16. Achievement of the objective will focus on:

- Board Assurance Framework
- Corporate Risk Management
- Committee effectiveness
- Provider capability actions
- Regulatory compliance

3.17. Delivery of the objective will be measure through:

- High-risk actions delivered
- Improved triangulation of assurance
- Reduced overdue audit actions
- Positive external assurance outcomes

4. Recommendations

4.1. The Trust Board is asked to approve the six organisational objectives for the period October 2026 to March 2027.

- Agree that progress against these objectives will be monitored through the Integrated Performance Report, Board Assurance Framework and committee reporting arrangements.
- Agree that these objectives provide the framework for executive focus, organisational prioritisation and Board oversight for the remainder of 2026/27.