



**Oxford University Hospitals**  
NHS Foundation Trust



# **OUH** *At a Glance*

A BRIEF GUIDE TO WHO WE ARE AND WHAT WE DO

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More information on our services is available  
on the Trust website at [www.ouh.nhs.uk](http://www.ouh.nhs.uk)

# Introduction

from our Chair, Professor Sir Jonathan Montgomery  
and Acting Chief Executive Officer, Simon Crowther



*We are proud to lead our OneTeamOneOUH as we support each other to meet the challenges we face and to provide excellent, compassionate care for our patients and populations.*

## People

Our aim is to make OUH a great place to work where we all feel we belong. Our annual NHS Staff Survey results, published in March 2025, showed encouraging improvements. The introduction of our Values Based Appraisal window for the last four years continues to have a positive effect with 94% of staff who took part in the Staff Survey having reported that they had had an appraisal within the previous 12 months compared to a national average of 85%. Our appraisal rate is now the best of any acute trust.

We engaged with our people to shape the development of our new OUH People Plan 2025-2028 which has now been approved.

In response to feedback we introduced a new Staff Recognition Programme, including monthly and quarterly recognition in addition to our existing annual Staff Recognition Awards. We had 11,000 individual staff recognitions in the first 12 months after the launch of the new programme.

Our No Excuses for Sexual Harassment campaign was launched in March 2025. We will tackle this serious issue in the workplace and educate staff on what constitutes sexual harassment.

## Patient care

We continue to invest to improve both patient and staff experience. A new birthing pool and renovated birthing room are now open at the Midwifery-led Unit at the Horton General Hospital.

Work on the new Surgical Elective Centre at the John Radcliffe Hospital is well underway. The building is due to be completed in Spring 2026 with patient services opened in a phased approach after that. It will provide seven additional operating theatres to reduce waiting times and improve patient experience.

A new Bereavement Room for families following the loss of a baby is now open on the Delivery Suite in the Women's Centre at the John Radcliffe Hospital. This is a dedicated, private and comfortable space to support families at an unimaginably difficult time.

Our multidisciplinary clinical teams delivered another year of groundbreaking developments to improve patient care. In March 2025 Jill Jones was the first NHS patient in a generation to receive 'home-grown' life-saving plasma from the blood of UK donors at the John Radcliffe Hospital in Oxford. Our clinicians worked with NHS Blood and Transplant and NHS England to make this happen.

## Performance

Delivery of safe, high-quality care to our patients continues to be at the forefront of everything we do. Healthcare-associated Methicillin-sensitive Staphylococcus Aureus (MSSA) bacteraemia cases and incidence of hospital-related pressure ulcers have reduced compared to 2023/24.

Across the NHS, there have been significant efforts to restore planned and cancer care to pre-pandemic levels. OUH is committed to seeing more patients, more quickly. We ended the year with none of our patients waiting more than two years for elective care. The number of patients waiting more than 18 months reduced from 80 at the end of 2023/24 to 15 at the end of 2024/25. However, more will need to be done in 2025/26.

Improving productivity of our services and developing innovative approaches to delivering care are key to reducing elective waiting lists. Our hernia weekend 'super clinics' helped to cut elective waiting times by seeing more than 400 patients for appointments. The clinics received positive feedback from patients, and a similar approach is being taken in specialties including breast surgery.

## Partnerships

OUH engages closely with a variety of partner organisations to treat our patients, plan healthcare for our populations, and support the people who work for the Trust.

We worked at Place level with Oxford Health NHS Foundation Trust, Oxfordshire County Council, Primary Care Providers, and other partners on our Winter Plan to maintain high-quality care for patients during the busiest months of the year. As a result, we did not experience the crisis points that were apparent elsewhere in the country.

Sustainability is a key responsibility for OUH and we are a committed member of the Zero Carbon Oxfordshire Partnership. In April 2024, we launched free *Park & Ride* bus travel schemes in partnership with local bus companies to encourage staff to travel to and from work more sustainably. More than 30,000 staff journeys have been completed during the year 2024/25.

Our longstanding, strong partnerships with the University of Oxford and Oxford Brookes University, and our hosting of the Oxford Biomedical Research Centre and Health Innovation Network Oxford and Thames Valley, mean that OUH is at the heart of a vibrant health research ecosystem which has positive benefits for patient care.

# Overview

Oxford University Hospitals NHS Foundation Trust is one of the largest NHS teaching hospital trusts in the UK, with a national and international reputation for the excellence of its services and its role in education and research.

Oxford University Hospitals NHS Trust was formally established on 1 November 2011 when the Nuffield Orthopaedic Centre NHS Trust merged with Oxford Radcliffe Hospitals NHS Trust. On the same date, a formal Joint Working Agreement between the Trust and the University of Oxford came into effect. This agreement was built on existing working relationships between the two organisations. The Trust became a Foundation Trust on 1 October 2015.

Oxford University Hospitals NHS Foundation Trust is an acute hospital trust providing local, regional and some national hospital services to the population of Oxfordshire and beyond. It is registered with the Care Quality Commission and licensed to provide regulated activities by NHS England.

The Trust has four main hospital sites, the John Radcliffe Hospital, Churchill Hospital and the Nuffield Orthopaedic Centre, all located in Oxford, and the Horton General Hospital in Banbury, North Oxfordshire.

The Trust provides local hospital services to the population of Oxfordshire, South Northamptonshire and South Warwickshire and provides tertiary services to the surrounding counties of Buckinghamshire, Berkshire, Gloucestershire, Northamptonshire, Warwickshire and Wiltshire.

The Trust provides a wide range of services including Emergency Care, Trauma and Orthopaedics, Maternity, Obstetrics and Gynaecology, Newborn Care, General and Specialist Surgery, Cardiac Services, Critical Care, Cancer, Renal and Transplant, Neurosurgery, Maxillofacial Surgery, Infectious Diseases and Blood Disorders. The Trust also treats patients from across the country for specialist services and leads networks in areas such as Trauma and Vascular.

Most services are provided in our hospitals but some are delivered across more than 100 satellite locations across the region, including renal dialysis units, midwifery-led units and radiotherapy treatment centres. We also provide some services in patients' homes across the region. The Trust is also responsible for a number of screening programmes, including those for bowel cancer, breast cancer, diabetic retinopathy and chlamydia.

# Our Hospitals

## Churchill Hospital

- A specialist cancer centre providing state-of-the-art surgical and non-surgical cancer care, including CAR-T cell and gene therapy to the population of Thames Valley and beyond.
- A centre of clinical and research excellence providing care and expertise across services such as Renal and Transplant, Dermatology, Palliative Care, Diabetes and Endocrinology.
- A hub for Integrated Clinical Trials, co-located with the University of Oxford's Old Road Campus, a centre for world-leading biomedical research.

## Horton General Hospital

- A 'hot' site providing urgent care to the population of Banbury and surrounding areas, alongside day case surgery to a wider population, supported by models of ambulatory care, virtual wards and integration with local community services.
- A centre for outpatient appointments and day case surgery of various types, to improve efficiency.

## John Radcliffe Hospital

- Provides local and regional Maternity and Gynaecology services, a Children's Hospital, a regional Critical Care Centre, Major Trauma Centre, a centre for specialties such as Neurosciences and Vascular, alongside a planned surgical hub to support elective recovery.
- Co-located urgent and emergency care services including an Emergency Department, ambulatory provision, and Surgical Emergency Unit, in addition to 'front door' and triage services.

## Nuffield Orthopaedic Centre

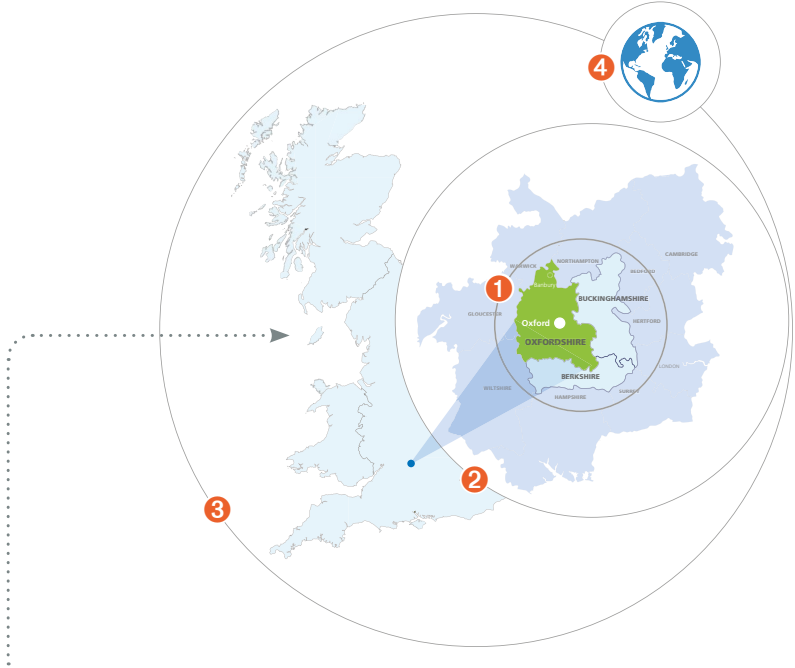
- A planned surgical hub and centre of specialist expertise for Orthopaedics, Rheumatology, Neurorehabilitation, Genomics, Haemophilia and Thrombosis alongside national exemplars for services such as Bone Infection.
- A centre of research excellence with the Botnar Research Institute providing global specialist academic expertise in musculoskeletal research.





# OUH in numbers

## 2024/25



We are one of the UK's **largest teaching hospital trusts**.

The Trust provided services to our patients through **16,130 staff**

### Serving Our Populations through:

1. **Local** care delivered via **four main hospitals**
2. **Regional** services
3. **National** specialist services
4. **International** world-class research and innovations

### Maternity

7,401  
**Babies delivered**



### Our patients

Admissions 2024/25



95,207

**Planned** (elective)  
inpatient admissions  
and day cases



107,100

**Emergency** and  
unplanned patient  
admissions

### Our patients

Other vital statistics



1,353,173

**Planned** (elective)  
outpatient appointments



254,800

**Planned** (elective)  
diagnostic tests



163,865

**Emergency Department**  
(A&E) attendances

**JOHN RADCLIFFE &  
HORTON GENERAL**

# NHS

## Oxford University Hospitals

### NHS Foundation Trust

These are the most up-to-date numbers available. You can find out more in the OUH Annual Report and Accounts 2024/25, published on the OUH website:

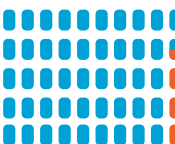
[www.ouh.nhs.uk/about/publications](http://www.ouh.nhs.uk/about/publications)

### Beds in our hospitals

#### 2024/25

1,051

**General and acute care beds** (total number)



970

**Adult beds**

81

**Children's beds**

60

**Adult critical care beds**



101

**Maternity beds**



# Our Vision and Values

## OUR VISION

**Our Vision is:**  
*‘to be an exemplar in healthcare delivery that is compassionate and enabled by the highest levels of research and innovation’,*  
centred on our Trust Values and underpinned by four strategic pillars which are the building blocks of all that we can achieve together – these are:



## OUR VALUES

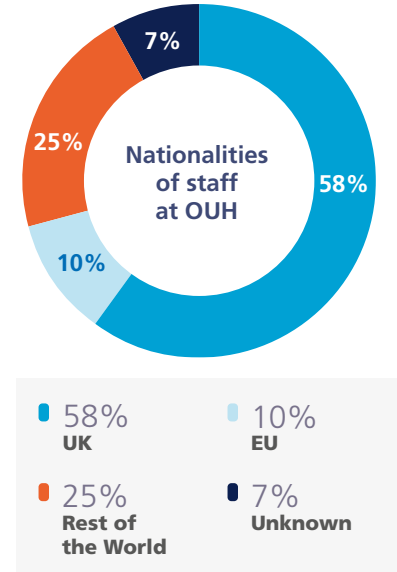
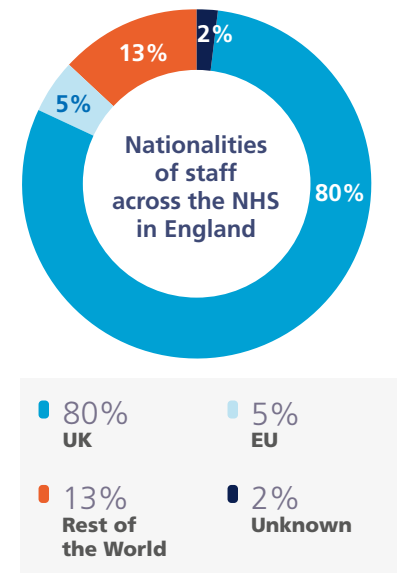
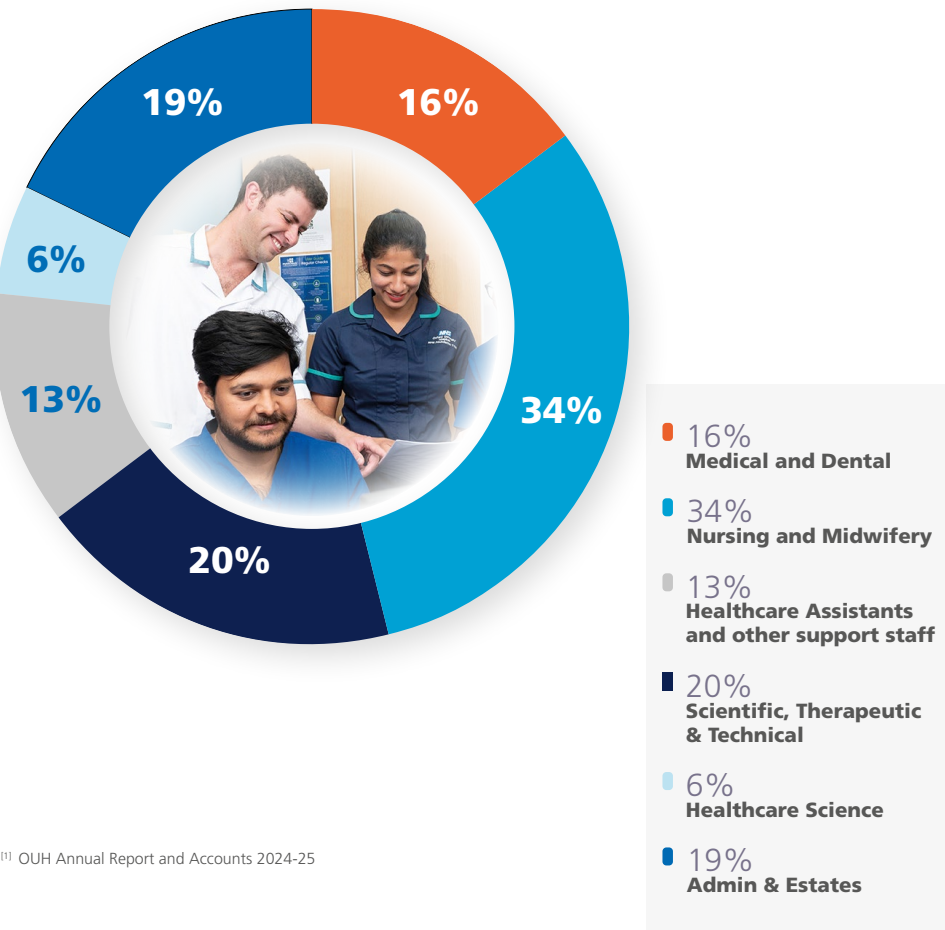


# Our People

**OUH staff groups**

**Total employed = 16,139 people<sup>[1]</sup>**  
(13,894 whole-time equivalent)

28% male  
 72% female



SOURCE: NHS staff by nationality, June 2023 – NHS staff from overseas: statistics Research Briefing 20 November 2023

<sup>[1]</sup> OUH Annual Report and Accounts 2024-25

# Our Strategy

The **OUH Strategy** was developed and co-designed with staff, patients and health and social care partners, to guide our priorities as we strive to deliver compassionate care.

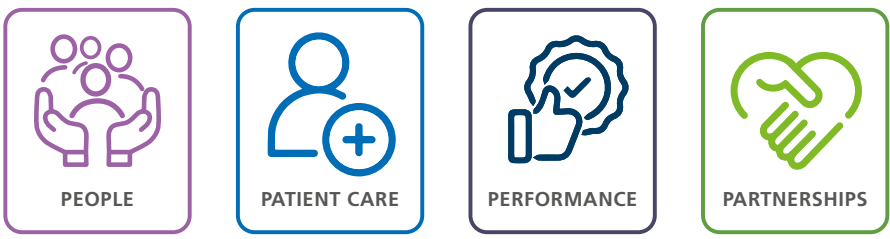
Our Strategy 2020-2025 is available on our website at [www.ouh.nhs.uk/about/strategy](http://www.ouh.nhs.uk/about/strategy)

During the year 2025/26 we will be working on refreshing our Strategy. This is timely as the national NHS 10-Year Plan has now been published. It represents three key shifts towards a new care model; from hospital to community; from analogue to digital and from sickness to prevention. We are already making changes in all of these directions. We will now take it into account in our new strategic aims.



## OUR STRATEGIC PILLARS

Our **FOUR STRATEGIC PILLARS** are the building blocks of all that we can achieve. These are:



You can also check out our **Clinical Strategy 2023-2028** which is the blueprint for our clinical services, our sites, and the role which OUH will play as an organisation, at [www.ouh.nhs.uk/about/clinical-strategy](http://www.ouh.nhs.uk/about/clinical-strategy)

# Our People Plan

The **OUH People Plan 2025-2028** was crafted by our people for our people, through many listening sessions at virtual and in person events across the organisation.

Building on the success of our People Plan 2022-2025, this new Plan reflects the dynamic changes within the NHS, both locally and nationally, which present us with both challenges and opportunities.

This document outlines our **People Plan Vision**:

*'Together we make OUH a great place to work where we all feel we belong'*

and sets out the **three key themes** which we will focus on to deliver this vision.



Our **People Plan 2025-2028** is available on our website at [www.ouh.nhs.uk/about/people-plan](http://www.ouh.nhs.uk/about/people-plan)



## Examples of the work we are doing

- Enhancing staff wellbeing through improved rest areas and staff support
- Making OUH a great place to work through our efforts to eradicate bullying and harassment
- Finding new ways to work through improved use of AI and digital technologies

# Quality Priorities

Each year OUH works with patients, staff and commissioners to agree a number of priorities for development in **three key domains**:

## Patient Safety

## Clinical Effectiveness

## Patient Experience

Our Quality Priorities for 2025/26 are available at:  
[www.ouh.nhs.uk/about/quality-priorities](http://www.ouh.nhs.uk/about/quality-priorities)

The *OUH vision for quality* is to be recognised as one of the UK's highest quality healthcare providers.

All our clinical services will provide high-quality healthcare; some will provide care that is internationally outstanding.

# Our Quality Priorities for 2025/26

## Patient Safety

- System for Electronic Notification and Documentation (SEND)
- Medicines Reconciliation
- Fragility Fracture pathways – including fractured neck of femur pathway

## Clinical Effectiveness

- Standard Work
- Outreach Services from Oxford Critical Care
- Discharges

## Patient Experience

- Maternity Experiences
- ReSPECT (Recommended Summary Plan for Emergency Care and Treatment)
- Supporting vulnerable patients including those with learning disabilities



# NHS 10-Year Plan

The Government's new *10-Year Plan for the NHS* launched in July 2025 and represents **three big shifts** towards a new care model to make the NHS fit for the future.

## 1 From hospital to community

## 2 From analogue to digital

## 3 From sickness to prevention

**A number of other changes** will come into play in order to support these shifts.

- New operating model
- Reshaped innovation strategy
- New era of transparency
- New workforce model with staff genuinely aligned with the future direction of reform
- Different approach to NHS finances

**Ultimately all of these changes will lead to** a *Neighbourhood Health Service* embodying a new preventative principle that care should happen:

- as locally as it can
- digitally by default
- in a patient's home if possible
- in a neighbourhood health centre (NHC) when needed
- in a hospital if necessary.



### PICTURED RIGHT:

- *OUH Ambulatory Team treats patients in their own home*
- *Dr Dalia Khan (Consultant Haematologist), Sarah Havord (VTE Prevention Specialist Nurse Practitioner) and Gurpreet Bahra (Anticoagulation Pharmacist)*
- *Sarah Zaggs, now 'smokefree'*

## What we are already doing at OUH...

### Hospital to community

- **Our Hospital at Home Team** helps patients avoid hospital admission or to go home earlier by looking after patients in their own homes with acute medical support
- **Our one-stop Respiratory Diagnostic Service** has seen over 300 patients in a community setting reducing journeys to our main hospitals by the same number
- **Discharge to Assess model** – OUH working with health and care system partners to help patients return home from hospital more quickly

### Analogue to digital

- **Award-winning app** about blood clots
- Predicting heart attacks 10 years before they happen – the **Cari-Heart device**, developed at OUH with NIHR Oxford BRC support, combines routine CT scans with AI
- **New digital X-ray rooms** meaning quicker examination time, lower radiation doses and improved image quality

### From sickness to prevention

- **New pre-eclampsia screening test** – now offered to all pregnant women under the care of OUH Maternity Services
- Last year we launched the **OUH Specialist Maternity Tobacco Dependency Service**, helping pregnant women across Oxfordshire quit smoking tobacco and to give them, their babies and families the best outcomes in pregnancy and a smokefree future
- Our **Lung Cancer Screening Programme** gives current and past smokers the chance of having lung conditions detected and treated earlier – and is delivered in the community



# So much to be proud of...

## Ribbon cut to launch new radiotherapy centre

Run by a specialist multidisciplinary team from OUH, the new state-of-the-art OUH **Radiotherapy @ Milton Keynes centre** enables people to have radiotherapy treatment closer to home, saving patients around 6,500 round trips to Oxford each year.

The facility, which houses a linear accelerator and CT scanner, began welcoming patients in January 2025 and was officially opened in June.

PICTURED: Patients marked the official opening by cutting the ribbon



## Two lives saved, and a baby 'born' twice

Lucy was diagnosed with ovarian cancer during a pregnancy scan. At 21 weeks pregnant, the tumour was removed at the John Radcliffe Hospital. In the five-hour operation Lucy's womb was lifted out of her body, with her baby still inside. A team of 15 people looked after mother and baby – two members of the team held Lucy's womb in their hands throughout. Baby Rafferty was born – for the second time! – in January 2025.

PICTURED: Adam and Lucy and Mr Hooman Soleymani Majd, OUH Consultant, holding Rafferty



## UK's first baby born after womb transplant

Grace gave birth to a baby in London in February after becoming the first woman in the UK to receive a donated womb. The transplant was carried out at the Churchill Hospital the previous year.

Baby Amy Isabel was named after her auntie, who donated her womb, and Isabel Quiroga, the OUH surgeon who carried out the transplant.

PICTURED: Grace and Amy, with the delivery team and transplant surgeons, after the birth



## Reducing nitrous oxide at the Nuffield Orthopaedic Centre

The Nuffield Orthopaedic Centre became the second OUH hospital to cut its greenhouse gas emissions after changing the way it delivers nitrous oxide (N<sub>2</sub>O).

N<sub>2</sub>O is now delivered using portable supplies of the gas in small cylinders instead of via a manifold (pipelines). It is expected to save more than 30 tonnes of carbon dioxide equivalent (CO<sub>2</sub>e) each year.

PICTURED: Nitrous oxide cylinders are now being used by NOC staff



# Our Partnerships



## WORLD-CLASS UNIVERSITIES

OUH partners with the University of Oxford to deliver world-leading scientific research, pioneering discoveries that transform care for millions of people worldwide, alongside working together with the medical school, which is consistently ranked first in the world in the Times Higher Education World University Rankings.

[www.ox.ac.uk](http://www.ox.ac.uk) and [www.medsci.ox.ac.uk](http://www.medsci.ox.ac.uk)

We also partner with Oxford Brookes University to deliver nursing, midwifery, allied health professional and management education and research to train and equip the healthcare leaders of the future.

[www.brookes.ac.uk](http://www.brookes.ac.uk)

## PROFESSIONAL PARTNERSHIPS

The Trust is a member of Oxford Academic Health Partners (OAHP) with the University of Oxford, Oxford Brookes University, and Oxford Health NHS Foundation Trust. OAHP is established to advance health by research, clinical care, education and training to provide solutions so that clinical research breakthroughs lead to direct clinical benefits. This is the development of the Academic Health Science Centre first established in 2013.

Since 2013 the Trust has hosted the Oxford Academic Health Science Network which brings together universities, industry and the NHS in Oxfordshire, Berkshire, Buckinghamshire, Milton Keynes and Bedfordshire to improve health and prosperity in the region through rapid clinical innovation adoption. It is now called Health Innovation Oxford and Thames Valley.

The Trust hosts the Oxford Biomedical Research Centre, funded by the National Institute for Health Research, which provided the platform for Oxford's exceptional contribution to the global response to the COVID-19 pandemic, including the development and testing of the Oxford-AstraZeneca vaccine and the RECOVERY trial looking at potential treatments for COVID-19.

## NETWORKS AND COLLABORATION

OUH plays a leadership role, hosting and contributing to multiple regional and national clinical networks to deliver and improve specialist clinical services. These include but are not limited to:

- **Thames Valley Cancer Alliance**
- **South 4 Pathology Network**
- **Thames Valley Trauma Network (for which, our John Radcliffe Hospital is the dedicated Major Trauma Centre)**
- **Thames Valley and Wessex Paediatric Critical Care Operational Delivery Network.**

We are a member of the Shelford Group, a collaboration of 10 of the largest teaching trusts in England, learning from each other and collectively influencing national policy.

The Trust is a member of the Zero Carbon Oxford Partnership, working in collaboration with other major organisations and businesses to achieve net zero carbon emissions in the city of Oxford by 2040.

[zerocarbonoxford.org](http://zerocarbonoxford.org)

## WORKING IN PARTNERSHIP

We work constructively with our partners across both Oxfordshire and the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS).

Our Memorandum of Understanding (MoU) with Oxford Health NHS Foundation Trust formalises an agreement between our two trusts to enable more joined-up care, make patients feel that they are being cared for by one NHS team, and provide better value for money.

We have formed an Acute Provider Collaborative with Royal Berkshire NHS Foundation Trust and Buckinghamshire Healthcare NHS Trust to provide quicker and more equitable access to elective (planned) care for patients.

## OXFORD HOSPITALS CHARITY

OUH is supported by Oxford Hospitals Charity, which helps to provide the best medical equipment, research and facilities for our patients and staff.

[www.hospitalcharity.co.uk](http://www.hospitalcharity.co.uk)



# Further information

## WEBSITE

If you'd like to know more about who we are and what we do, or are interested in working with us, please **visit our website**:

 [www.ouh.nhs.uk](http://www.ouh.nhs.uk)

## SOCIAL MEDIA

Follow us on **social media**:

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 [Oxford University Hospitals NHS Foundation Trust](#)

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 [@ouhospitals.bsky.social](#)

## EMAIL

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**#OneTeamOneOUH**

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