



Oxford University Hospitals
NHS Foundation Trust



OUH *At a Glance*

A BRIEF GUIDE TO WHO WE ARE AND WHAT WE DO – 2026/27

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More information on our services is available
on the Trust website at www.ouh.nhs.uk

Introduction

from our Chair, Sir Andrew Morris OBE and
Interim Chief Executive Officer, Simon Crowther



Patient Care

In 2025/26, OUH teams made significant progress in patient care, safety and experience through developments with clear benefits for patients and staff. These included the launch of Martha's Rule, following a successful pilot, enabling patients, families, carers and staff to request an urgent clinical review when concerns about deterioration remain unresolved.

At the Churchill Hospital, patients with brain tumours became the first in the UK to benefit from a new MRI-based approach to planning specialist radiotherapy, supporting faster, more precise treatment. OUH was also recognised as the UK's top performing NHS centre for adult living donor kidney transplants, delivering 68 of 201 procedures nationally.

At the Horton General Hospital, redevelopment of maternity outpatient facilities will support three weekly high-risk obstetric clinics. The Trust has evaluated Ambient Voice Technology, using secure AI to document consultations in real time, with evidence of reduced administrative workload and sustained high patient satisfaction.

Alongside these achievements, OUH is investing in future services and infrastructure. The new Surgical Elective Centre at the John Radcliffe Hospital will increase theatre capacity, reduce elective waiting times and improve patient pathways across the Thames Valley.

People

Our new OUH People Plan 2025-28 was approved after being co-created **with** staff, **for** staff. It sets out our vision, 'Together we make OUH a great place to work where we all feel we belong', and three themes: health, wellbeing and belonging; making OUH a great place to work; and more people working differently.

The Values Based Appraisal window continues to have a positive effect. In the 2025 NHS Staff Survey, 95.2% of OUH respondents reported having an appraisal in the previous 12 months – our highest rate to date and the best nationally of any NHS trust. Our focus now is ensuring the quality of these conversations matches the quantity.

Our 2025 staff flu vaccination programme saw 6,342 frontline healthcare workers vaccinated, with 2,000 more colleagues vaccinated than in 2025 and uptake significantly above the national average.

We have also maintained focus on the Eradication of Bullying & Harassment Programme, which contributed to a small but promising improvement in related NHS Staff Survey scores. Our No Excuses for Sexual Harassment campaign was launched in March 2025, followed by Active Bystander training for all staff in November 2025.

Performance

Safe, timely, compassionate care, guided by Trust values and OneTeamOneOUH ethos, remains our top priority. Despite rising Urgent and Emergency Care demand, 78% of patients were seen, treated, discharged or admitted within four hours in 2025/26, up from 72% in 2024/25, making OUH the fourth-equal most improved NHS trust nationally.

Cancer performance against the 62-day treatment standard remained below target and a priority. However, patients rated OUH cancer care 9 out of 10 for the fourth year running in the national Cancer Patient Experience Survey.

Reducing elective waiting lists remains a focus, supported by 'Super Surgery' days for breast cancer surgery at the Churchill Hospital and day case hernia surgery at Horton General Hospital.

Maternity and newborn services remain a major focus. As one of 12 trusts in the Baroness Amos Investigation, we supported the review and welcomed scrutiny. We apologise unreservedly to the women, babies and families who suffered in our care. Their experiences shape our improvement plan, informed by women, families and staff. Our latest CQC inspections recognised early progress with maternity services at both the John Radcliffe Hospital and Horton General Hospital rated 'Good'.

“ Together with our people and partners,
OUH is improving care, strengthening services
and building a safer, more accessible future for
patients, staff and communities.

Partnerships

OUH works closely with partners to treat patients, plan healthcare and support Trust staff.

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.

We worked locally 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.

Sustainability is a key responsibility for OUH and we are a committed member of the Zero Carbon Oxfordshire Partnership.

We are grateful to Oxford Hospitals Charity for working in partnership with us to support both patients and staff at OUH. An example is the Charity funded improvements to the waiting area of the Oxford Eye Hospital. New seating, artwork and colour-coded designs have created a more welcoming, accessible space, while new equipment has speeded up diagnosis and treatment.

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.

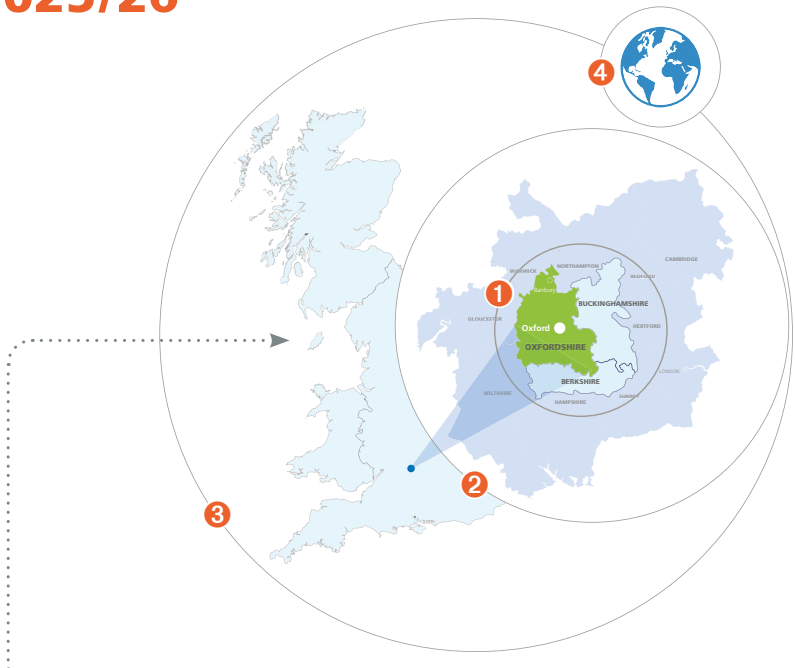
Nuffield Orthopaedic Centre

- 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

2025/26



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

The Trust provided services to our patients through **16,347 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

7,296
Babies delivered



Our patients

Admissions 2025/26

 102,646 Planned (elective) inpatient admissions and day cases	 115,978 Emergency and unplanned patient admissions
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Our patients

Other vital statistics

 1,399,814 Planned (elective) outpatient appointments	 321,849 Planned (elective) diagnostic tests
 167,358 Emergency Department (A&E) attendances JOHN RADCLIFFE & HORTON GENERAL	



Oxford University Hospitals

NHS Foundation Trust

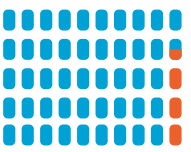
These are the most up-to-date numbers available. You can find out more in the OUH Annual Report and Accounts 2025/26, published on the OUH website:

www.ouh.nhs.uk/about/publications

Beds in our hospitals

2025/26

1,050
General and acute care beds (total number)



969
Adult beds

81
Children's beds

60 Adult critical care beds	101 Maternity beds
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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



NOTE: These are our current Vision and Values. We are reviewing them to make sure they continue to reflect who we are and how we care for our patients, families and communities.

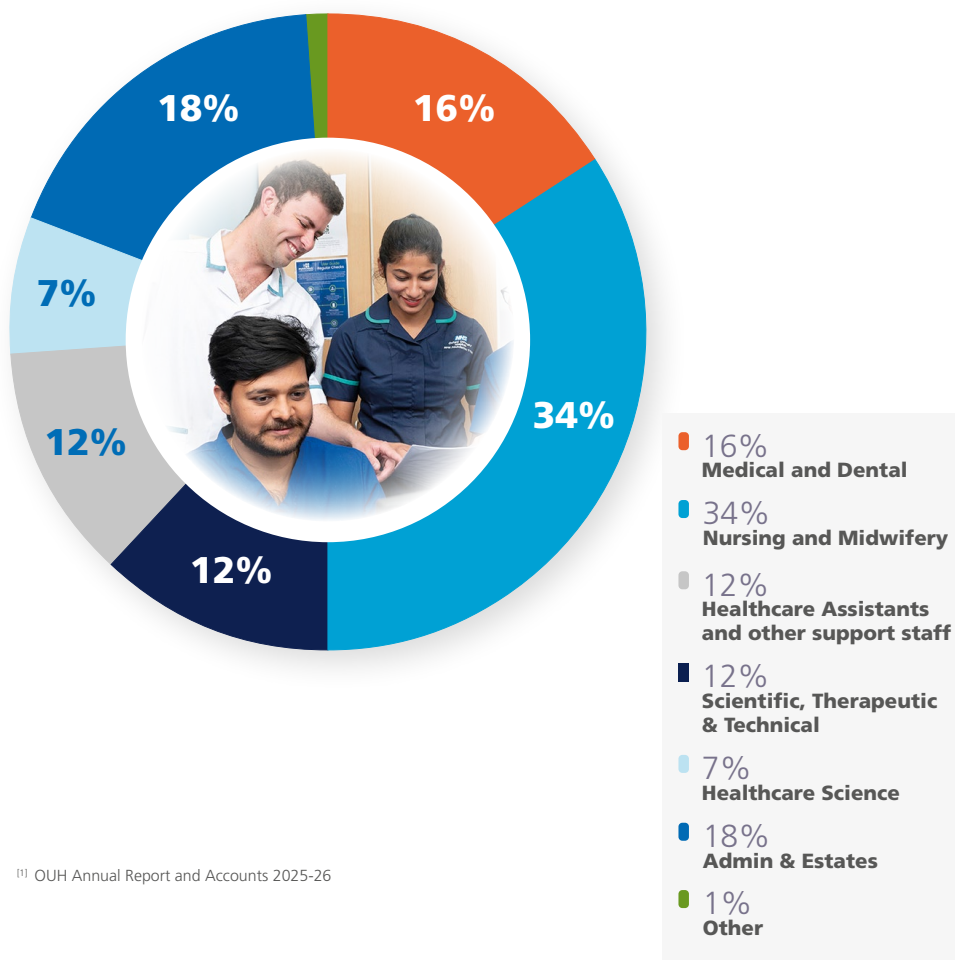
Our People

OUH staff groups

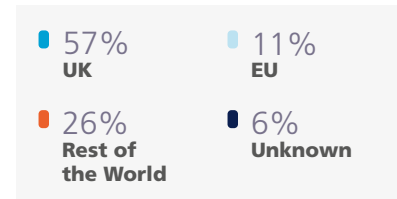
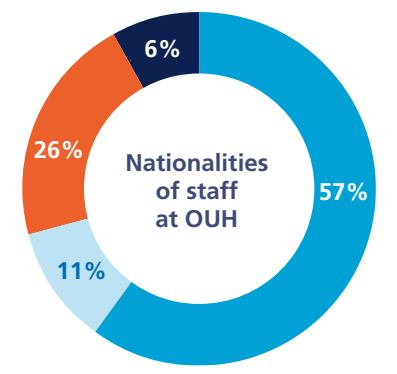
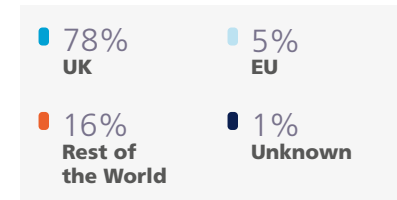
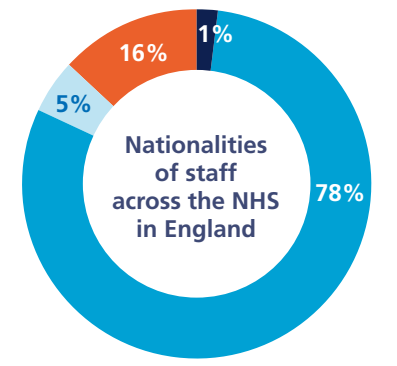
Total employed = 16,347 people^[1]
(13,840 whole-time equivalent)

29% male

71% female



^[1] OUH Annual Report and Accounts 2025-26



SOURCE: NHS staff by nationality, June 2023 – NHS staff from overseas: statistics Research Briefing, 20 November 2025

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

We are currently refreshing our Strategy. This will be developed to work with the national NHS 10 Year Plan which outlines 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

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 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



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 2026/27 are available at:
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 2026/27

Patient Safety

- Improving escalation of the deteriorating patient
- Venous Thrombo-embolism (VTE)
- Martha's Rule

Clinical Effectiveness

- Excellence in the basics: reducing variation, improving care through Standard Work
- Strengthening discharges
- Ambient Voice Technology (AVT)

Patient Experience

- Advance Care Planning and End of Life Care
- Public and Patient Engagement Framework
- Maternity Patient Experience

NHS 10 Year Plan

The Government's *10 Year Plan for the NHS* was 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 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:

- *Stefania Cavaliere, Macmillan Advanced Nurse Practitioner, left, and Lindsay Charlesworth, Advanced Therapist Practitioner, at the Rose Hill community gym*
- *Those attending the event to mark the unveiling of the new HIFU machine included (foreground, left to right) Professor David Cranston, Dr Rustam Rea, patient Estella Devaney Fenn, and Dr Paul Lyon*

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
- Patients about to undergo cancer surgery are getting '**prehabilitation**' – **tailored support in a community gym** to prepare them physically and mentally and reducing the need for hospital appointments.
- **Discharge to Assess model** – OUH working with health and care system partners to help patients return home from hospital more quickly.

Analogue to digital

- **A new HIFU machine** offers cancer patients innovative, non-invasive treatment using ultrasound to destroy targeted tumour cells.
- **Oxford Hospitals Charity** has funded over £170,000 of 3D imaging and printing equipment, making mouth and face procedures quicker, more precise and less distressing.
- The Trust is rolling out the use of Ambient Voice Technology (AVT) to save clinical time enabling more patients to be seen.

From sickness to prevention

- **Pre-eclampsia screening test** – now offered to all pregnant women under the care of OUH Maternity Services
- **The OUH Specialist Maternity Tobacco Dependency Service**, helps pregnant women across Oxfordshire quit smoking tobacco and gives 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...

Oxford Newborn Care Unit rated 'outstanding' in national audit

The Oxford Newborn Care Unit at the John Radcliffe Hospital was rated 'outstanding' in six of eight areas in the latest National Neonatal Audit Programme, which reviewed care for around 58,000 babies in 198 UK hospitals. Four recognised areas related to birth care for premature babies, where timely teamwork reduces risks.

PICTURED: Collaboration between maternity and neonatal teams ensure that best-practice interventions are delivered consistently

Acute Spinal Injury care revolutionised

The Acute Spinal Cord Injury Inreach Team, led by the Oxford Centre for Enablement at the Nuffield Orthopaedic Centre, brings specialist care to patients in the Major Trauma Centre. The project improves access to rehabilitation, supports earlier intervention and multidisciplinary care, reduces hospital stays and improves outcomes.

PICTURED: Kavita Biggon (Dietician), Jennifer Burrows (Trainee Advanced Clinical Practitioner), Dr Ahmed Sait (Consultant and Clinical Lead, ASCI Team), Dr Rosie Powell Davies (Clinical Psychologist)

UK first at OUH in treating brain tumours

Brain tumour patients at the Churchill Hospital are the first in the UK to benefit from a new MRI approach to plan specialist radiotherapy.

Funded by Oxford Hospitals Charity, the £115,000 equipment enables quicker scans, more precise targeting of small tumours, and reduced impact on healthy brain tissue.

PICTURED: Anthony McIntyre (Diagnostic Radiographer), Rhona Watson (Therapeutic Radiographer), Samuel Allison (Diagnostic Radiographer)

Outstanding results for hip fracture care at Horton General Hospital

For the 13th consecutive year, the Horton General Hospital has ranked in the top five hospitals nationally for achieving the Best Practice Tariff (BPT) – a quality-based benchmark for hip fracture care. In 2024, 87.3% of Horton's hip fracture patients met all BPT criteria, significantly higher than the national average of 48.8%.

The hospital's 30-day adjusted mortality rate continues to be better than the national average – 4.4% compared to the national 6% – reflecting high-quality, timely, and effective care.



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 and 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

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 that looked 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 Oxfordshire Partnership, working in collaboration with other major organisations and businesses to achieve net zero carbon emissions in Oxfordshire by 2040.

zerocarbonoxford.org

WORKING IN PARTNERSHIP

We work constructively with our partners across both Oxfordshire and the Thames Valley Integrated Care Board (ICB).

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



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

SOCIAL MEDIA

Follow us on **social media**:

 [@Oxford University Hospitals NHS Foundation Trust@OUHospitals](https://www.facebook.com/OxfordUniversityHospitalsNHSFoundationTrust)

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