

The Oxfordshire Transformation Board Monthly Briefing

Welcome to the first monthly briefing from the Oxfordshire Transformation Board. These regular briefings will summarise the key discussion points after each meeting.

The Board is a discussion forum and not a decision-making body - any proposals for significant changes to services will be discussed at the Boards of Oxfordshire Clinical Commissioning Group (CCG) and partner organisations. The Oxfordshire Health and Wellbeing Board and Oxfordshire Joint Health Overview and Scrutiny and Committee also receive regular updates.

About the Transformation Board

The Oxfordshire Transformation Programme has been set up to drive forward the transformation of the health and social care system in the county. The Board is chaired by Stuart Bell, Chief Executive of Oxford Health NHS Foundation Trust and is made up of NHS and social care leaders who represent the following organisations:

- Oxfordshire CCG (OCCG)
- Oxford Health NHS Foundation Trust (OHFT)
- Oxford University Hospitals NHS Foundation Trust (OUHFT)
- South Central Ambulance NHS Foundation Trust (SCAS)
- The Oxfordshire GP Federations: Principal Medical Limited (PML), OxFed, Abingdon Health Federation, South East Federation
- Oxfordshire County Council (OCC).

The aim of the Board is to plan and design the next generation of integrated GP, hospital and social services and drive forward the transformation of services and care across Oxfordshire. More specifically, it serves to bring together in one place all the system-wide projects which will deliver significant change in the health and care system, and provide a place for an in-depth discussion about new models of care and system enablers (such as IT, estates and workforce).

A copy of the Board's Terms of Reference can be found on the Oxfordshire CCG website <http://www.oxfordshireccg.nhs.uk/about-us/work-programmes/transforming-health-in-oxfordshire/>

January 2016 Transformation Board Meeting

The Transformation Board met on 26th January 2016 and discussed the following:

1. The Five Year Sustainability and Transformation Plan (STP)
2. The Oxfordshire Care Closer to Home Strategy – locality developments
3. The OUH strategy review, including the Horton Hospital
4. The development of a workforce workstream
5. Financial and activity modelling.

1. The Five Year Sustainability and Transformation Plan (STP)

NHS England published its national NHS planning guidance at the end of 2015. It has set a requirement on all health and social care systems to develop what it calls a “place based” five year Sustainability and Transformation Plan (STP) by end of June 2016.

The Transformation Board discussed and agreed that Oxfordshire's STP should be the local blueprint for articulating and taking forward the joint ambition for the transformation of services and care over the next five years.

Members discussed how the STP should act as the single strategic plan for implementing the government's Five Year Forward View, showing how Oxfordshire will:

- Close the health and wellbeing gap
- Unlock resources of around £270m to invest in meeting the challenges of future demand, while achieving and maintaining financial balance
- Show how people will have access to the right services in the right place at the right time.

The Transformation Board agreed that it would be vital to ensure that there is good engagement in the development of Oxfordshire's STP and that the final plan would articulate those areas of service change that would require public consultation.

2. The Oxfordshire Care Closer to Home Strategy – Locality Developments

The Oxfordshire Care Closer to Home Strategy is currently being developed. Its aim is to enable people in Oxfordshire to access more care at /or closer to home, achieving a step change in developing community services by:

- increasing people's ability for self-care
- building on the internationally recognised strengths of the General Practice model in the UK



- delivering more integrated primary, community, acute and social care
- managing population health to improve outcomes
- increasing the capacity of the out of hospital care workforce to provide more care
- bringing together organisations to develop a 'whole Oxfordshire' approach
- delivering outcomes based models of care.

Each locality is currently identifying its priority areas for implementing the Care Closer to Home strategy. The Transformation Board received an update on emerging plans in the north east, city and west localities.

- North East: developing new care pathways to increase local access to specialist advice for patients with diabetes, those with ear, nose and throat problems and for frail older people
- City: increasing integration between GP practices and community health and social care teams
- South East: developing the RACU (Rapid Access Care Unit)
- West: increasing support for frail older people in the community

An update on Oxfordshire's Care Closer to Home Strategy was taken to the Oxfordshire Joint Health Overview and Scrutiny Committee on 4th February 2016. A copy of the presentation can be found here:

<http://mycouncil.oxfordshire.gov.uk/ieListDocuments.aspx?CId=148&MIId=4518>

3. OUH Strategy Review

The Oxford University Hospitals NHS Foundation Trust is embarking on a review of its overall strategy. A guiding principle of the strategy review will be to ensure that the Trust delivers high quality services that in turn secure high level performance and effective use of the Trust's resources which will in turn deliver financial sustainability.

One component of that review will be the development of a specific strategy for the Horton General Hospital, including the potential redevelopment of the hospital.

The Transformation Board discussed how any developments at the Horton General Hospital are aligned with the aims of the Oxfordshire Transformation Programme to help ensure that, wherever clinically and financially appropriate, care is provided closer to a patient's home.

The Board also discussed the importance of involving the local community at the earliest possible stage – it was confirmed that this was discussed at a recent meeting of the Community Partnership Network and would be followed up at the next CPN meeting.

4. The Development of a Workforce Workstream

The workforce workstream will be focused on supporting the principal objectives of the Transformation Board, and in particular the delivery of the Oxfordshire Care Closer to Home Strategy which aims to achieve a step change in developing community services and reduce demand for hospital care; and to integrate care around the patients, rather than established organisations.

Within Oxford and its surrounding areas, the competition amongst local employers in the recruitment and retention of staff can be intense. The high cost of living, combined with a

shortage of affordable housing and problems associated with the travel and transport infrastructure present further challenges for the healthcare system.

The Transformation Board members discussed how the realisation of the Transformation Programme's aspirations relies upon organisations' combined ability to attract, retain and develop high quality multi-disciplinary staff, who are able to work flexibly and operate effectively across the health and care system.

5. Financial and Activity Modelling

The Transformation Board discussed the finance and activity modelling that would be required to support the development of Oxfordshire's Sustainability and Transformation Plan. It considered a proposed tool which could be used to track savings and re-investment as well as populating Oxfordshire's financial sustainability plan.

For more information about Oxfordshire's Transformation Programme

Please visit the Oxfordshire CCG website www.oxfordshireccg.nhs.uk/about-us/work-programmes/transforming-health-in-oxfordshire/