



Oxford Radcliffe Hospitals **NHS**
NHS Trust

DEVELOPING THE VISION FOR THE HORTON

Workshop – 11 January 2011





OBJECTIVES

- To continue to develop a shared understanding of the opportunities and issues facing services provided for the people of Banburyshire.
- To develop a workplan for the preparation of a vision for the Horton.
- To continue to strengthen the process of stakeholder engagement.





GROUND RULES

- Positive intent
- Openness
- Honesty/realism.





AGENDA

1. Introduction and welcome
2. Review the Trust's current vision paper
3. Outputs from the Invitation to Innovate process
4. Commissioner and provider strategies relating to the Horton
5. Progress on key service issues
6. Validate key themes informing our vision.





PROGRESS ON KEY ISSUES

- Paediatrics
 - Successful recruitment
 - Good process
 - New model in place by new financial year
- Obstetrics and Gynaecology
 - Current service stable
 - Review of training
 - Need for development of options
- Anaesthetics
 - New model in place





OUTPUTS FROM THE INVITATION TO INNOVATE

1. Collaboration
2. Integration
3. Staffing and Training
4. Service strategy and development
5. Academia and research.





COMMISSIONER AND PROVIDER STRATEGIES

Key Themes

- National financial and policy context
- NHS Oxfordshire strategy + Creating a Healthy Oxfordshire
- Increased services in the community – Northamptonshire PCT
- Improved access to specialist outpatient/assessment services – Nuffield Orthopaedic Centre NHS Trust
- Provision of specialist rehabilitation services – Nuffield Orthopaedic Centre NHS Trust
- Continued provision of mental health services (inpatient, outpatient and community service base) – Oxfordshire and Buckinghamshire NHS Foundation Trust
- Provision of intermediate inpatient care – Oxfordshire and Buckinghamshire NHS Foundation Trust.





VISION FOR THE HORTON

- June Board paper
- To be developed as an integrated component of:
 - The refresh of the Trust's clinical services strategy
 - The preparation of the Integrated Business Plan and Long Term Financial Model (Foundation Trust application)





DESIGN PRINCIPLES

- Patient safety
- Future proof
- Clinically and financially sustainable
- Builds on the Better Healthcare Programme
- Services not bricks and mortar
- Exploits the strengths of Banburyshire
- National exemplar





STRENGTHS AND WEAKNESSES

• Strengths

Civic pride

Committed staff

Primary care

Links to clinical and
academic strengths

• Weaknesses

Size





OPPORTUNITIES AND THREATS

• Opportunities

- Momentum
- Medical advances
- Links to primary care
- Academic links

• Threats

- Training
- Labour market
- Sub-specialisation
- Medical advances
- Standards
- Financial outlook
- Shift of services to primary care





RECENT HISTORY

- Developments
- Integration





STRATEGIC REVIEW

- High quality local services
- Seamless links to specialist services
- Improved pathway for services that cannot be provided at the Horton
- Innovative model of a modern small DGH
- Increased collaboration with primary care
- Integration across the Trust





COMPONENTS OF THE VISION - ORH

- Emergency department
- Acute general medicine
- Acute surgery / trauma
- General surgery and orthopaedics
- Paediatrics
- Obstetrics and gynaecology
- Other local acute services
- Diagnostic services
- Intermediate services
- Specialist services





COMPONENTS OF THE VISION - OTHERS

- Primary care (including out of hours)
- ISTC
- Intermediate care
- Mental Health
- Social care





KEY THEMES

1. 24/7 Acute Cover

- Range of services to be provided at the Horton
- Needs of patients
- Most effective way of meeting the needs of those patients





KEY THEMES

2. TERTIARY SERVICES

- Improved access to tertiary services
- Streamlined patient pathways





KEY THEMES

3. SECONDARY – PRIMARY CARE INTERFACE

- Hospital versus community based services
- More streamlined pathways
- More holistic care
- Plugging the gaps





KEY THEMES

4. INTERMEDIATE CARE

- Patients needing sub-acute inpatient care
- Replicating the model in Oxford





KEY THEMES

5. EDUCATION AND TRAINING

- Key strength
- Supporting innovative models of care
- Providing a boost to recruitment and retention





KEY THEMES

6. RESEARCH AND DEVELOPMENT

- Key strength
- Supporting innovative models of care
- Providing a boost to recruitment and retention
- Supporting a critical mass.





KEY THEMES

7. PATIENT AND PUBLIC INVOLVEMENT

- Building on the achievements of the Better Healthcare Programme
- The White Paper, the Big Society, Localism, FT etc. etc.





KEY THEMES

Are these the right themes?





GROUP WORK

- What are the top three priorities/ issues for the theme?
- Who needs to be involved?





NEXT STEPS

- Development of a work programme.
- Integration of the work programme into the refresh of the Trust's clinical services strategy, Integrated Business Plan and Long Term Financial Model.
- Continued stakeholder involvement.
- Timetable:

Initial framework strategy – March/April

Draft IBP/LTFM – July/August

