

Strategy Review

Project brief for the development of a strategy for the Horton General Hospital

1. Introduction

- 1.1 The OUH is embarking on a review of its overall strategy. 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.
- 1.2 This paper sets out an outline project brief for this work.

2. Drivers for the Horton General Hospital strategy

- 2.1 The key driver behinds the review for the Horton General Hospital are identified in the paragraphs below.
- 2.2 Needs and views of the local population – A central driver is to ensure that the needs and views of the population served by the Horton General (and also those of the population served by the Trust as a whole) are appropriately addressed. The assessment of the needs and views of the local population must take into account the planned significant population increase in areas served by the Horton General Hospital, the changing pattern of need and the environment within which health and social care are delivered.
- 2.3 OUH Strategy review – The strategy for the Horton General Hospital will be required to be developed as part of the overall review of the Trust's 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.
- 2.4 Oxfordshire Transformation Board - The Oxfordshire health and social care system, under the auspices of the Transformation Board, is undertaking a parallel exercise to develop a new vision for health and social care within Oxfordshire for the 21st century. It is important that developments at the Horton General Hospital are aligned with this wider system strategy.
- 2.5 Care closer to home – a strategic objective within both the OUH's strategy review and the work of the Transformation Board will be ensuring that wherever clinically and financially appropriate care is provided closer to a patient's home. This is better for patients, it supports the more effective use of resources and will help to address infrastructure issues such as travel times and car parking.

- 2.6 Estates - It is proving increasingly impossible to develop the Horton General Estate in a cost effective manner. The nature and condition of the building mitigates against making incremental changes that provide high quality patient care environments and value for money. A more fundamental approach to the estates requirements for the Horton General Hospital is therefore required.

3. Framework for the development of the strategy for the Horton General Hospital

- 3.1 At this stage it is envisaged that the strategy development will comprise four stages.

Stage 1 - Stage one will comprise a clinical review of the clinical evidence and guidance and the patient activity to identify initial options and issues to be evaluated in the subsequent stages.

Stage 2 - The second stage of the process will involve the evaluation of the issues and options identified in stage one.

Stage 3 - Stage three will identify the preferred options. It will also seek to identify the preferred approach to procuring those options.

Stage 4 - Implementation – the final stage of the process will be to seek to implement the preferred options for engagement.

- 3.2 A full engagement strategy with all relevant stakeholders will be integrated into the process described in the previous section. Initial discussions will be held with stakeholders to agree the approach to engagement, which will run throughout the project.

- 3.3 The key components of the engagement process will include:

- Engagement on the outcome of the clinical review of clinical evidence and guidance and the patient activity to revise and add to the issues and options that will be considered in subsequent stages.
- Engagement on the evaluation of options.
- Engagement and, if necessary, consultation on the preferred options.

4. Approach to stage 1

- 4.1 There will be three strands of work associated with stage 1 of the proposed strategy development.
- 4.2 Strand 1 – Review of clinical evidence and guidance – This strand of work will seek to answer the following three questions:
- Who is in the relevant population? - a description will be produced of the catchment population (including projections of future changes in population structure and make up).
 - What sort of needs does the population have and how does this compare to other populations? – The health needs of the population will be summarised. The quantification of health care provision for the population produced under strand 2 will be compared to what provision would be expected on average, to benchmark the need level for the population and quantify variation.
 - What research and policy exists to help guide decision-making? – The evidence and policy base for what services should be provided for such a population will be described.
- 4.3 Strand 2 – Catchment - activity modelling will be undertaken to assess the number of patients who could move from other locations to Banbury. This assessment will utilise three geographical scenarios:
- Assessing patients who are currently within the Horton's natural catchment population who travel to Oxford for services that are currently provided at the Horton.
 - Exploring the opportunity for developing the Horton as a centre of excellence in the provision of services for the whole of the local catchment served by the Trust. This strand will also seek to identify services that are not currently provided at the Horton General Hospital but which could be relocated to Banbury on a clinical and financially sustainable basis.
 - A specific analysis will be made of patients in the Bicester area because of both the geographical location of Bicester and the fact that Bicester will be the centre of significant population growth.
- 4.4 Strand 3 - Horton health campus - The scope will be explored to develop the Horton site as an innovative health campus comprising not just the Horton General Hospital but also other health and social care and other related facilities and resources.

4.5 The outputs of phase 1 will be:

- An assessment of the health needs of the population and of the relevant clinical evidence and guidance.
- A description at quantification of the services currently delivered at the Horton General Hospital.
- A description of the estate at the Horton and assessment of its condition.
- A quantification of the activity under the relevant scenarios and options.
- A conversion of the service and activity options identified above into a functional requirement.

5. Subsequent stages

5.1 The immediate next steps following the completion of stage 1 will be:

- Engagement on the output of phase 1 to further refine the issues and options.
- Subject to the output of the engagement identified above agreement of the methodology/approach for evaluating the service and activity options including full stakeholder engagement.
- Evaluation of the estates issues and the procurement options for any capital development. This will include exploring the potential for engaging with other partners.

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