

**A Joint Public Health Strategy for Oxford University Hospitals NHS  
Trust:  
Annual report and 2015/16 priorities**

**Executive Summary**

1. The OUH Board and the Health Improvement Board approved the Public Health Strategy for OUH in March 2014, together with a 2014/15 Action Plan. The strategy sets out the approach OUH is taking to improve and maintain good health in the population it serves, and is jointly held with Oxfordshire County Council, the responsible body for public health in Oxfordshire.

2. This report describes progress achieved between 1 April 2014, the date the strategy came into operation, and 31 March 2015. It also sets out priorities for action against the strategy during 2015/16 in the three priority themes:

- (i) Building capacity to promote healthy lifestyles to all patients, visitors, and staff
- (ii) Developing a health promoting environment
- (iii) Embedding population health approaches within OUH

3. This has been a productive and exciting first year in developing a population health approach for OUH. The Public Health Steering Committee met in July 2014, November 2014, and March 2015, to oversee and develop the work. This Committee includes representatives from across OUH and from a broad range of partner organisations.

4. Highlights include the success of and securing substantive funding for the Health Improvement Advice Centre, and the development of close links with local partner organisations. This population approach by OUH has been widely welcomed by these organisations, as well as nationally by the Chief Executive of Public Health England and the Director of Nursing at the Department of Health.

5. Recommendation:

The Board is asked to approve the public health priorities for 2015/16 and to note the annual report.

## **1. Purpose**

- 1.1. The purpose of this paper is to update the Board on progress achieved against the OUH Public Health Strategy Action Plan for 2014/15, and to set out priorities for 2015/16 for the approval of the Board.
- 1.2. This paper documents progress achieved between 1 April 2014, the date the strategy came into operation, and 31 March 2015. It also sets out priorities for action against the strategy during 2015/16. These build on progress to date and incorporate emerging priorities and opportunities. Consultation on future priorities has been carried out among OUH staff, foundation trust members, and stakeholder organisations.

## **2. Background**

- 2.1. The strategy is held jointly with Oxfordshire County Council (OCC), the responsible body for public health in Oxfordshire. The strategy and its 2014/15 action plan were approved by the OUH Board and the Oxfordshire Health Improvement Board (on behalf of Oxfordshire Health and Wellbeing Board) in March 2014.
- 2.2. The rationale for the strategy is that while OUH is the primary provider of acute health care services in Oxfordshire, it has the potential to play a much broader role in improving and maintaining the health of the entire population it serves, including those who are currently well. This population health approach will contribute to addressing the current rising rates of demand on OUH services.
- 2.3. The three overarching aims of the strategy are to:
  - (i) Build capacity to promote healthy lifestyles to patients, visitors, and staff at all opportunities;
  - (ii) Develop a hospital environment that enables and promotes healthy behaviours;
  - (iii) Embed population health approaches within OUH.

## **3. Here for Health 2015/16: What Oxford University Hospitals is doing to improve the health of the population we serve**

- 3.1. Oxford University Hospitals is committed not just to treating disease, but to improving people's health across Oxfordshire. Every year, we have a million 'patient contacts' with people across the county – that's a million chances to help people change their lifestyle in ways that could reduce their chances of becoming ill. Plus, every time we talk to our patients, we can get the message out to their families, friends and carers as well.
- 3.2. It isn't only our patients' health that's important to us. We have 11,500 staff members who we would like to keep healthy as well – and we know that looking after our staff, both physically and mentally, helps them to look after their patients even better.

- 3.3. We can't do this alone, which is why Oxford University Hospitals is working with Oxfordshire County Council, and other local groups and organisations that share our goal of promoting health to our patients, visitors and staff.
- 3.4. Here, we set out what we plan to do during 2015/16 to achieve this goal.

***We will promote healthy lifestyles to our patients, visitors and staff***

- 3.5. During 2014/15, we launched an exciting new drop-in centre providing health improvement advice for patients, staff and visitors – The Here for Health Centre – at the John Radcliffe Hospital. We also trained staff across our hospitals in how to give brief health improvement advice to their patients and colleagues.
- 3.6. During 2015/16, we will:
- Increase access to the health improvement advice centre, including by:
    - 'pop-up' centres at our other hospital sites;
    - going into the community in partnership with other organisations;
    - seeking ways to expand the service to meet demand from all hospital sites.
  - Train more of our staff in physical and mental health promotion and giving brief advice by:
    - inclusion in induction/ training courses/ group meetings for some key staff groups;
    - offering the opportunity for all staff who want to be trained to become 'health champions';
    - becoming an accredited site to deliver externally developed and recognised training in this area.
  - Help our patients, visitors and staff to access specialist support for alcohol and drug misuse, smoking cessation, maintaining a healthy weight, and mental wellbeing.
  - Increase the provision of physical and mental health improvement information across all hospital sites, including through information boards at all sites.

***We will create a hospital environment that promotes health***

- 3.7. During 2014/15, our staff told us they wanted to be able to buy healthier food and drink options at our hospitals. We worked with food providers to achieve this and there are now greater numbers of healthy choices during main meal times. We also looked at our hospital sites to find ways that we could increase opportunities for people to be more physically active.
- 3.8. During 2015/16, we will:
- Make changes to our hospital sites to make healthier choices the easier choices, including by:

- developing and agreeing a food and drink strategy, in line with national guidance;
- increasing access to healthier food and drink options at all of our sites, 24 hours a day, 7 days a week;
- promoting and increasing opportunities for active travel and other physical activity.
- Promote and support mental wellbeing in our staff.
- Curtail exposure of patients, staff and visitors to second-hand smoke on our hospital sites

***We will make population health integral to what we do***

3.9. During 2014/15, we set up a Public Health Steering Committee to guide and oversee our work in this area, including representatives from across our staff groups and divisions, and from other important organisations such as Oxford City Council and Oxford Academic Health Science Network,. In addition, each of our clinical divisions identified and committed to their own public health objectives.

3.10. During 2015/16, we will:

- Develop a substantive public health function within the Trust with a defined set of responsibilities to improve the health of the population we serve.
- Make sure the health of the population becomes part of our core business, through inclusion of population health priorities in the organisation’s business plan.
- Develop ways to ensure that the broad impact of everything we do on the population’s health is considered and maximised.

***Our guiding principles***

3.11. Four guiding principles will apply across all of the work proposed here:

- **Equity** will be considered in all public health policies and interventions, and all will aim to reduce inequities in disease burden, disease risk factors, and access to services.
- **A holistic approach to physical and mental health and wellbeing** – we will take a holistic approach to health promotion, and consider physical and mental health jointly and in equal esteem in all public health policies and interventions.
- **Sustainability of resources** – including environmental resources, will be considered in all public health policies and interventions.
- **Community development** – we will look for opportunities to develop better links to benefit the wider community, and we will make sure that all public health policies and interventions are consistent with, and linked to, other initiatives across the county.

- 3.12. We will keep listening to feedback and checking regularly to see if what we're doing is making an impact. We will also continue to find out what more we can do to support our patients, visitors and staff to make healthier choices.
- 3.13. For more information: please visit our website [www.ouh.nhs.uk/HereforHealth](http://www.ouh.nhs.uk/HereforHealth); or email [public.health@ouh.nhs.uk](mailto:public.health@ouh.nhs.uk)

For our employees to find out more about staff health and wellbeing: visit the staff intranet [ouh.oxnet.nhs.uk/HealthandWellbeing](http://ouh.oxnet.nhs.uk/HealthandWellbeing) or NHS Employers <http://www.nhsemployers.org/your-workforce/retain-and-improve/staff-experience/health-work-and-wellbeing>; or email [staff.wellbeing@ouh.nhs.uk](mailto:staff.wellbeing@ouh.nhs.uk)

#### **4. Annual report: 1 April 2014 to 31 March 2015**

##### ***(i) Building capacity to promote healthy lifestyles to all patients, visitors, and staff***

###### *Training staff to deliver brief health promotion advice*

- 4.1. Valuable lessons have been learnt from evaluation of a Thames Valley-wide pilot to train staff in public service organisations to promote health to members of the public they are in contact with. These have shaped the approach taken to training OUH staff.
- 4.2. The OUH Occupational Health and Wellbeing Promotion Specialist has continued to recruit staff 'Health Champions' and train them in brief health improvement advice.
  - 4.2.1. Discussions are underway to expand training in brief health improvement advice in the OUH Community Paediatrics department, and to recruit more health champions from the department.
- 4.3. OUH is considering applying to become a training centre for delivery of Royal Society of Public Health 'Understanding Health Improvement' training. This will enable us to deliver externally-recognised training to OUH staff, and to those from other organisations.
- 4.4. The public health team and The Centre for Occupational Health and Wellbeing have identified existing fora for extending delivery of brief advice training. Opportunities have been identified through Band 5 and 6 preceptorship and leadership courses, and through inductions for Clinical Support Workers and apprentices. The intention is for sessions to be developed for delivery by the current course organisers, thereby ensuring future sustainability.

###### *Providing information and support on improving health to patients, visitors, and staff*

- 4.5. The innovative OUH '*Here for Health*' Health Improvement Advice Centre was launched on 27 August, following recruitment of two members of staff. A 1-year pilot has been jointly funded by the Oxford Radcliffe Charitable Fund and through the NHS England Area Team CQUIN. Substantive funding for continuation of the centre at the John Radcliffe hospital has now been secured. The service is subject to on-going evaluation and ethical approval is being

sought for permission to follow up service users for more detailed evaluative research.

- 4.6. The public health team and the centre staff have engaged widely across OUH and community services, developing links for referrals to and onward from the service, and identifying opportunities for synergy and consistency in health promotion locally. The Health Improvement Advice Centre has been included in the care pathway of patients in the gastroenterology and ophthalmology departments. Good links have also been made with other departments, including paediatrics, with arrangements being made for referral or for centre staff holding sessions within certain clinics. The staff also now hold a bleep enabling contact from wards for patients unable to attend the centre.
- 4.7. The possibility of offering opportunities for work experience and projects for students at Oxford Brookes University and Oxford University are being explored.
- 4.8. Between 27 August 2014 and 25 March 2015, 1073 (32% male; 68% female) individuals accessed the centre. Of these, 47% were staff, 22% patients, and 30% visitors to the hospital. The most frequent reasons for consultation have been for weight management (39%) and physical activity (26%). Feedback to date has been highly positive from service users, referring clinicians, and external organisations.

#### *Expand alcohol and smoking cessation services for patients*

- 4.9. A discussion paper on reducing alcohol-related harm and service burden at OUH has been produced for presentation to the Clinical Governance Committee. Links have been made between the *Here for Health* Centre and the Emergency Department Community Safety Practitioner to ensure consistent advice and referral pathways.
- 4.10. The public health team and the Hospital Smoking Cessation Specialist are exploring increasing provision of information and nicotine-replacement therapy (NRT) to patients. An audit survey has been prepared to determine how widely inpatients are provided with information and offered NRT prior to and following admission. Promising discussions have been held, and a written proposal submitted to Oxford County Council for the funding a trial of provision of NRT for 50 service users through the Health Improvement Advice Centre.

#### *Estimate the baseline burden of unhealthy behaviours in OUH staff, patients and visitors*

- 4.11. Work has commenced using hospital and routine data to calculate the estimated prevalence of various lifestyle risk factors among OUH staff, patients and visitors.

#### ***(ii) Developing a health promoting environment***

##### *Enable healthier food choices and physical activity for staff, patients and visitors*

- 4.12. The Centre for Occupational Health and Wellbeing with the public health team surveyed staff about food provision at OUH. The survey received 2,355 responses, and identified clear demand for increased availability of healthier food choices, particularly outside core meal times and in locations not well served by restaurants. The results were presented to providers, who identified some simple changes they could make in line with demand expressed, some of which have since been enacted and others are in progress
- 4.13. Consistent with the Department of Health Hospital Food Standards Report, a food strategy covering the provision staff/visitor catering, retail and patient food and hydration is being developed for OUH. The national standard requirements are being discussed with providers through the OUH Food Group, which includes representatives from all providers plus Occupational Health, Public Health, and Facilities.
- 4.14. The indoor and outdoor environment at OUH was evaluated at all 4 sites, to assess opportunities for active travel and physical activity. The report and its recommendations will be discussed by the Public Health Steering Committee and the OUH Health and Wellbeing Strategy Group for approval.
- 4.15. The public health team are exploring with Oxford City Council the possibility of developing an outdoor gym at the JR site. Charitable funding is being sought.

#### *Improving staff mental wellbeing*

- 4.16. The Centre for Occupational Health and Wellbeing has convened a working group to develop a Trust policy on stress and mental wellbeing. This group includes Divisional Representatives and the public health team.
- 4.17. A comprehensive training programme embedding mental health training across the Trust has been developed by the Centre for Occupational Health and Wellbeing. The Trust has signed a memorandum of understanding with NHS employers to train 100 managers during 2015 in Mentally Healthy workplace. The package is being delivered by the Centre for Occupational Health and Wellbeing and evaluated by NHS employers.

#### ***(iii) Embedding population health approaches within OUH***

- 4.18. A Public Health Steering Committee has been established to oversee the delivery of the strategy and to guide development of work in this area. This is a sub-committee of the Trust Management Executive. It includes representation from across divisions and staff groups at OUH, as well as key partner organisations, including Oxfordshire County Council, Oxford City Council, Oxfordshire Clinical Commissioning Group, Oxford Health NHSFT, the Academic Health Science Network, and University of Oxford.
- 4.19. Three productive and stimulating meetings were held in July and November 2014, and March 2015, identifying synergies and opportunities for joint working across organisations to improve the health of the population, as well as developing the future priorities. An Executive Working Group comprising the public health team, Occupational Health and Wellbeing, and Oxfordshire

County Council meets in the interims between Committee meetings. The Smart City concept is concerned with the variety of ways in which the management of urban environments is assisted by information technology. This Smart City proposal will be presented at the Steering Committee meeting in March 2015 for discussion of opportunities for incorporating population health.

- 4.20. All OUH divisions identified their own public health objectives in their business plans for the first time in 2014/15. The key strategic and operational aim for 2015 is to develop a mentally healthy workplace and encourage a culture of managing stress, building resilience and promoting mental wellbeing within the OUHT community:

*4.20.1. This division is committed to releasing 15 relevant managerial staff to attend the NHE employers "mentally healthy workplace" day's training delivered on site from April 15 – July 2015 offered by Centre for Occupational Health and Wellbeing.*

*4.20.2. This division is committed to building resilience within the division and will release both managers to be trained as trainers or / and staff to attend building resilience workshops to be offered internally during 2015 by each division through their trained representative supported by the Centre for Occupational Health and Wellbeing*

*4.20.3. This division is committed to developing a culture of health and wellbeing and will support and enable a staff member from every work area within the division to be released for a day's training to become a health champion during 2015-16. This aim is to build up an activist group focused on developing a community approach within each division.*

- 4.21. Work is underway to establish an internal OUH population health function, as to date this work has been led by public health specialty registrars on placement from the Oxford Deanery.

## **5. Conclusion**

- 5.1. This has been a productive and exciting first year in developing a population health approach for OUH. Highlights include the success of and securing substantive funding for the Health Improvement Advice Centre, and the development of strong links with local partner organisations. Close working links have also been developed between the public health team and the Centre for Occupational Health and Wellbeing, to ensure synergy and consistency of work. It is anticipated that these links will be further strengthened and consolidated moving forward.
- 5.2. The work has been presented to the Chief Executive of Public Health England during a visit to Oxfordshire County Council, who praised the Trust for its innovation in this area. The Director of Nursing for the Department of Health and Public Health England has also recently visited OUH to find out about the programme of work by the public health team and the Centre for Occupational Health and Wellbeing, including a visit to the Health Improvement Advice



Centre. A blog about the work was published on her website (<https://vivbennett.blog.gov.uk/2015/03/17/improving-population-health-at-ouh-aime-lyng/>). .

- 5.3. Over the coming months, priorities (as set out in section 3) will include furthering implementation of brief advice training, identification and development of opportunities to enhance the hospital environment to better promote health, and seeking a Public Health Consultant post to lead the internal population health function for OUH.

## **6. Recommendation to the Board**

- 6.1. The Board is asked to approve the population health priorities for OUH for the year 2015/16 and to note the 2014/15 annual report.

Dr Louise Marshall, Public Health Specialty Registrar  
Dr Behrooz Behbod, Public Health Specialty Registrar  
Dr Adam Briggs, Public Health Specialty Registrar  
Ms Anna Hinton, Health and Wellbeing Promotion Specialist, Centre for Occupational Health and Wellbeing  
Mr Andrew Stevens, Director for Planning and Information