



Oxford University Hospitals  
NHS Foundation Trust

# It takes two (or more) flints to make a fire: collaboration from an OUH finance perspective

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**Jon Evans**  
**Director of Finance**

Oxford University Hospitals NHS Foundation Trust

# What is collaboration?

“the act of working with another person or group of people to create or produce something”

Oxford Dictionary (2019)

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# How do we move from?



It takes two (or more) flints to make a fire:  
collaboration from an OUH finance perspective

# OUH is a natural collaborator, being part of various bodies or initiatives that have been set up to enable the benefits of collaboration



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# What does it mean in policy terms?

The idea is to:

**Drive optimum use of resources and delivery of performance measures through collaborative geographical based system working, rather than via market based competition**

- Delivery through integrated care models and collective responsibility for resource and performance management

# What does it mean in policy terms?

## Questions left unanswered

- Continuation, development or conflict with other longstanding examples of collaboration?
- Formal (statutory) versus informal (collaborative) governance
- Shared incentives

**Proof is in the positive change, delivery or output...**

**Collaboration is about creating or producing something**

# What does it mean in policy terms?

## Challenges and opportunities

- Same issues, same people, different structure...same result?
- Finance must play a central role in making tough decisions
  - Support, enable and challenge
  - Prioritisation of limited resource
  - “We won’t need to ration care, changing clinical pathways will deliver what’s needed”
- New energy, new conversations, new ideas?
  - Different perspectives on the same issue
  - Conversations that wouldn’t / couldn’t have happened before
  - Conventional ideas with a twist



# The one with the **University**

## Commercialisation of surplus estate

- 'Masterplan' for the estate
- Joint operational and long term strategic benefit from transaction
- Strict value for money (VFM) criteria
- Time pressured, commercially sensitive and professionally complex

# The one with the **Council**

## Home assessment and reablement (HART)



- Highest delayed transfers of care (DToC) in the NHS
- Support at home to leave hospital or remain at home if medical needs are stable
- Personalised care plan and focus on independence
- Complex funding, operations and logistics structure
- Further joint working with Oxford Health to widen provision

# The one with the **Health and Care System**

## Winter bed capacity

- Joint plan to manage and deliver bed or bed equivalent capacity across all major health and care partners in Oxfordshire
- Jointly appointed director and system winter team
- Joint decision making on use and prioritisation of resources
- Genuinely pooled resources with clarity about:
  - What is available
  - How it's being deployed
  - How it will impact on each part of the system

# The one with the **Finance System**

## Modernisation of Finance and Procurement Transactional Systems and Processes

- Failed implementation of Oracle Cloud in 2017/18
- Being clear on need for change:
  - System, process, culture or output?
  - Resilience or flexibility?
  - Some or all?
- Challenge to balance scale, skills, resilience and flexibility
- Partnership to utilise expertise, share knowledge and develop offering going forward

# Common themes

## What things have been in place that have helped success?

- Shared vision and common goals
- Openness, trust and transparency
- Clear and agreed accountability
- Try to establish and embrace diversity of views
- Feel and be a part of something
- Deliver on what you agree to...