

Oxford Head Injury Services Strategic Plan

2024 – 2027



Oxfordshire's brain injury charity

Why we are here

Each year it's estimated that 4,000 people in Oxfordshire experience acquired brain injury (ABI). Their life changes because of this injury. It's vital they are able to access a range of support and services that help them to understand and access the range of support that will help them recover, to rebuild their lives.

Oxford Head Injury Services, previously known as Headway Oxfordshire, has over 40 years' experience and expertise supporting people with acquired brain injury. We were established in 1982, originally based at Riverhead Rehabilitation Centre on Abingdon Road in Oxford. We moved to Kennington in 2002 and refurbished the Centre and offices in 2016. Our Centre now has a superbly equipped activity area and a specialist gym, space to hold one to one or group sessions, a kitchen and café. We also have access to outside space and a lovely garden, which our service users enjoy. We hope they will also enjoy getting involved with our plans to start growing our own vegetables.

The last few years have been challenging for everyone; charities and Oxford Head Injury Services are no exception. Much of our work is face to face and the pandemic made it incredibly hard for us to offer the full range of support to people with brain injuries and their carers. But, we are delighted that we have both rebuilt and started to develop the fact to face activities which are delivered in our Activity & Rehabilitation Centre (ARC).

We used to be part of the national charity Headway but UK, but last year disaffiliated from it, as we felt being independent would give us more flexibility and freedom to develop our services. We renamed ourselves Oxford Head Injury Services (OHIS), although our reach extends across Oxfordshire. We were pleased to make senior appointments to the charity: Jane Balinski became the Chair of Trustees in the summer of 2023 and a member of new Trustees found the Board.

There has been much political and economical uncertainty and the ongoing cost-of-living crisis has affected domestic, government and corporate budgets. So the context in which we are delivering services is tough. But we are optimistic that we will continue to make a difference to the lives of those living with a brain injury and their families across Oxfordshire.

The services we offer are tailored to meet each person's needs. An initial consultation helps us identify the support they need, and this might include signposting them to additional services or providing a buddy system, as well as getting involved with the Activity and Rehabilitation Centre (ARC) in Kennington which offers Physiotherapy, Occupational therapy and a range of activities such as arts, dance, music, cooking, outings and recreations.

We look forward to this new chapter at Oxford Head Injury Services. To help us deliver the best services and operate as effectively as we can, we have created this new strategic plan, and have brought extra clarity to our purpose by revising our mission, vision and values which we are eager to share. We have set challenging and stretching goals for the next three years which we are confident we can achieve and provide excellent services for the people who need us.



Highlights

4,000

people in Oxfordshire are affected by acquired brain injury each year

40 years

experience in supporting people with acquired brain injury

Our Centre

has a superbly equipped activity area, specialist gym, space for one-to-one and group sessions, a kitchen and cafe

Tailored Services

to meet each individual's needs

Our strategic plan

Our strategic plan provides clarity on what is most important and helps us to work together with employees, volunteers and partners to achieve our ambitions. It's a map for people inside Oxford Head Injury Services and a useful way to inform people outside about what we do and the difference we make to people's lives.

Our mission

Oxford Head Injury Services seeks to make lasting improvements in the recovery and wellbeing of people affected by acquired brain injury across Oxfordshire by providing rehabilitation, information, advocacy and companionship.

Our vision

People affected by brain injury, including carers, are able to access support that restores hope and enables them to rebuild their lives and create a better future.

Our Values

We respect people and their differences

We work in partnership to achieve the best outcomes for people affected by brain injury

We recognise each person's contribution and their own progress

We are responsible in our approach to people and using resources

We are compassionate and patient

We are reliable and do what we say we will

The focus of our three year strategic plan is to reach more people who need support; safeguard the future of our services by strengthening governance and our external relationships; build stronger income streams including fundraising.

Our Four Strategic Goals

- 1 To extend and broaden our service provision
- 2 To utilise our resources wisely and effectively
- 3 To consolidate and develop our networks and partnerships
- 4 To achieve and maintain financial stability



How we will achieve our goals



We will develop our specialist expertise by working with professionals in relevant fields and by using best practice guidelines. We will employ qualified practitioners who are passionate about providing the best we can for our service users.



We will extend our reach to ensure that our services are accessible to everyone in Oxfordshire who would benefit. We will do this by building stronger networks in our community, primary care and hospitals, and by improving our ability to communicate our services. We also recognise the need for more varied psychological/therapeutic services for those affected by brain injury and their families and will introduce new services to reflect this need.



We know that people with an acquired brain injury and their friends and family often live in a degree of hardship and lack advocacy. We will partner with other organisations to ensure our service users have access to the information and support, for example how to get welfare and benefits advice.



The family and carers of people affected by brain injury often need support and care themselves. We will provide more therapeutic and social support for carers as well as offer education for clients, their families, and professionals.



We already work closely with many community teams which connect with our service users. We will continue to work with them, and will strengthen our links with the Oxford University Hospital Trust, the Oxford Centre for Enablement and the Oxford Stroke and Rehabilitation Unit. We are committed to building networks and partnerships and working collaboratively.



We are passionate about providing excellent governance for Oxford Head Injury Services, and are keen to be a charity of choice for staff and volunteers. We value our people hugely and acknowledge that we cannot make a difference to service user's lives without their skills, kindness and dedication. We recognise the benefits that volunteers bring to a charity and plan to develop new volunteering roles and increase the number of volunteers working with Oxford Head Injury Services.



Over the years we have acquired several IT systems and data bases, which are vital for managing our services and our information systems, contacting service users and supporters, so we need to ensure we are getting the best out of our information systems. We are reviewing all our systems to ensure they give us the data management we need as we grow our income streams and client information, and provide us with valuable insights to grow and shape our services to meet currently unmet needs.



To be able to do all of this we must improve our profile, increase fundraising (we aim to raise at least £200k each financial year) and grow our ability to generate income. So, a major focus will be on strengthening our communications and marketing, diversifying our income streams and developing more partnerships in the community and within the corporate world.



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If it wasn't for Sharon and Oxford Head Injury Services I wouldn't go anywhere, we can't imagine life without their support and we are so grateful for everything. I've made friends and my family can't believe the improvement in my speech.

Patrick

Targets

-  Adding a significant new offer each year
-  Increasing our service user numbers by 30% each year
-  Breaking even within the next three years
-  Improving our return on investment in Fundraising year on year
-  Increasing the value of our partnerships each year

Conclusion

We have high quality premises and highly skilled staff and volunteers to provide vital services and support to people living with acquired brain injury across Oxfordshire. We are now focused on developing our services, working more closely with partner organisations and growing support and funding for our work. We are confident that we will be able to make a difference to the lives of more people affected by brain injury, giving them hope and helping them to rebuild their lives for a more enjoyable future.

