



NUFFIELD DEPARTMENT OF
PRIMARY CARE
HEALTH SCIENCES

Strategy 2025–2030

'Improving health, transforming lives'



Executive Summary

Health systems across the world are at an urgent turning point. We need to transform health care away from hospitals and specialist centred models of care – that have characterised the NHS and most other health systems – towards prevention, early detection, helping people manage their own health and community-based models of care.



'Our goal is to catalyse the move to primary health care-based models locally, nationally and globally. We invite all those who share our vision and values to work with us in improving health and transforming lives – for all.'

Around the world, health care needs are shifting to better support people living with (often multiple) long-term conditions like diabetes, heart disease, cancer, chronic respiratory problems and mental health disorders. We believe community-based health care is the foundation for this essential reorientation, which must also be sustainable.

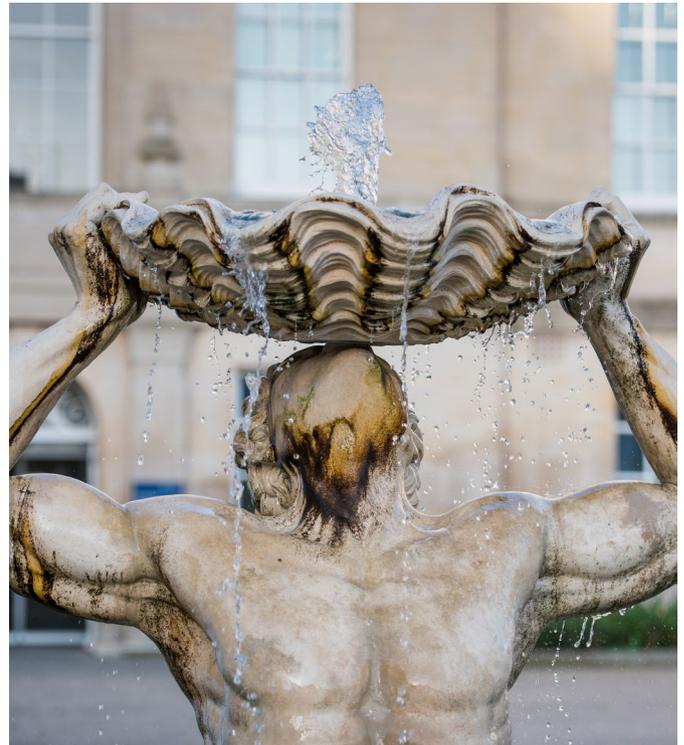
Our strategic priorities and their enablers, as set out in this Executive Summary, are aligned with local, national and global innovation and transformation strategies. We focus on: strengthening partnerships with community-based providers, national health agencies and inter-governmental health advisory and advocacy organisations; supporting population health management that enable personalised care and reduce health inequalities; and to develop financially and environmentally sustainable models of care underpinned by state-of-the-art digital infrastructure and AI capabilities.

As one of the largest and most inter-disciplinary departments of academic primary care in the world, we are delighted to share our ambitious Strategy for 2025-2030.

Our goal is to catalyse the move to primary health care-based models locally, nationally and globally. We invite all those who share our vision and values to work with us in improving health, transforming lives – for all.

'The 10 Year Health Plan for England strives to reinvent the NHS through three radical shifts from:

- *hospital to community*
- *analogue to digital*
- *sickness to prevention'*





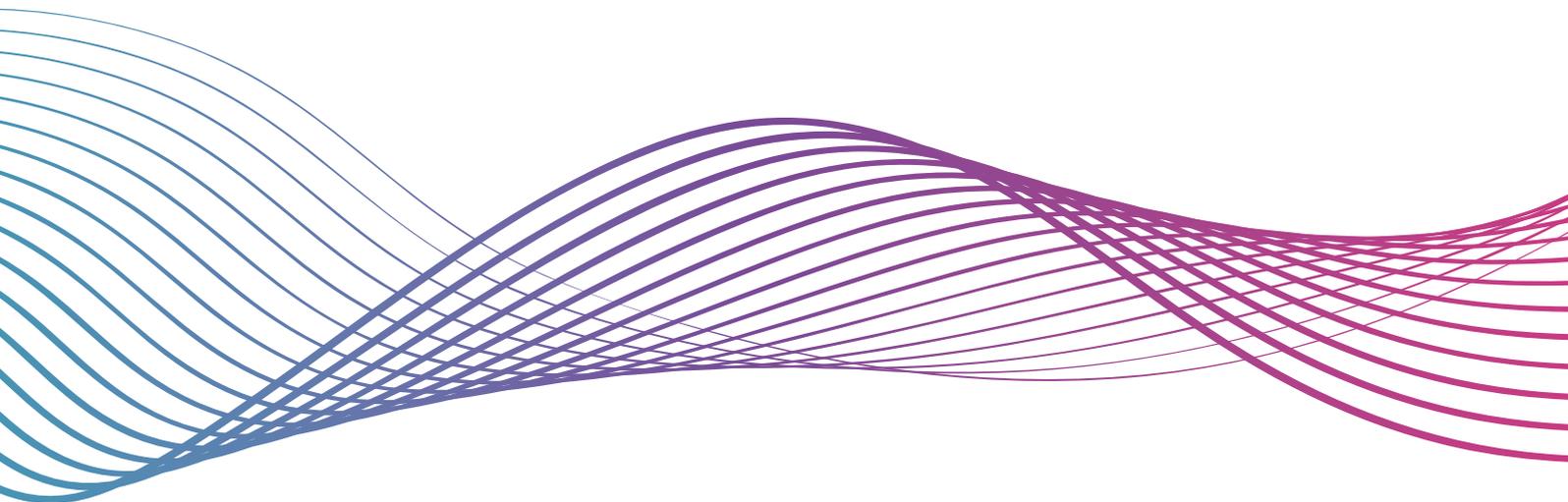
Our Vision

To improve people's health by enabling the creation of stronger, fairer and more sustainable primary health care services – locally, nationally and globally.



Our Mission

We carry out research and innovation to find effective solutions that improve how primary health care is delivered and use these insights to deliver world-class education and training. Our aim is to help everyone live healthier lives.



About the Department

The Nuffield Department of Primary Care Health Sciences is one of the world's most important centres for academic primary care, leading world-class research and education to rethink the way healthcare is delivered in general practice and across other community settings.

We are a relatively new discipline within the University of Oxford; our undergraduate teaching was recognised in 1997 with the appointment of Professor Godfrey Fowler OBE to a Personal Chair in General Practice. Under the leadership of Professor David Mant OBE, the general practice unit within the Department of Public Health became a jointly administered department with a strong portfolio of research. In 2011, the independent Department of Primary Care Health Sciences was established with the appointment of Professor Richard Hobbs CBE to the first Statutory Chair in Primary Care. Since then, the Department has grown from 70 to more than 500 staff with four statutory chairs and multiple world-class research themes.

Professor Sir Aziz Sheikh OBE became our Head of Department in October 2024 and today we have around 90 GP tutors, are responsible for 8% of the undergraduate medical curriculum, have more than 200 MSc students and more than 130 DPhil students from across the world.

Our research encompasses infectious, non-communicable, and long-term conditions, extends to understanding risk factors for disease and improving the experiences of patients, utilising electronic health records and developing digital health interventions. We have a dedicated Primary Care Clinical Trials Unit that supports our research as well as trials from other departments and institutions delivered in primary care. Our work using primary care data has expanded substantially and we work particularly with key national data sources – CPRD, OpenSAFELY (in partnership with

NHS England), ORCHID and the Oxford-Royal College of GPs Research and Surveillance Centre (in partnership with the UK Health Security Agency).

We teach the Primary Care portion of the undergraduate degree in medicine, placing students in GP practices as part of their training, as well as teaching Evidence-Based Medicine and Medical Statistics to undergraduates.

We run Master's and DPhil programmes in Primary Health Care, Evidence-Based Health Care, Translational Health Sciences, Applied Digital Health, and Global Healthcare Leadership.



Our Department Values

Our Department Values are core to what we do and what we aspire to.

They were developed following a Department-wide consultation, which invited staff and students to look at our culture of how we work and behave. The values we hold influence what we do and help us be clearer about what we expect of ourselves and each other in the Department. We are focussed on excellence and relevance, in our work, our people and the public we serve, and being a sustainable and transparent organisation.

We do this by upholding our shared values of being:

Trustworthy &
Accountable

Creative

Fair



Collaborative

Ambitious

Respectful
& Kind



Our Department holds a **Gold Athena Swan award** (awarded in March 2023 and the first Gold in the University of Oxford) to recognise advancement of gender equality: representation, progression and success for all.



About our Strategy

Today's health care faces major challenges that demand bold, collaborative action. The World Health Organization (WHO) recognises that 'Primary health care is widely regarded as the most inclusive, equitable and cost-effective way to achieve universal health coverage. It is also key to strengthening the resilience of health systems to prepare for, respond to and recover from shocks and crises' ([WHO 2025](#))

Our new Departmental Strategy builds on our expertise and excellence in education, research, and innovation in academic primary care. We seek to use our knowledge to help develop and support community-based health care worldwide, while actively working alongside and learning from our partners across the UK and globally.

Our strategic priorities are aligned with the new NHS 10 Year Health Plan's three transformational areas: prevention; an increase in care provided within the community; and maximising the transformative impacts of digital technology ([Fit for the Future: 10 Year Health Plan for England](#)). This Strategy will guide our work for 2025-30, as we continue our commitment to advancing health care that is high-quality, fair, and sustainable for everyone.

“When health is protected and promoted, individuals, families, communities, economies and nations can thrive.

The best way to do this is to invest in and reorient health systems towards primary health care as the foundation of universal health coverage”

*Dr Tedros Adhanom Ghebreyesus
WHO Director General*



Our Strategic Priorities

1

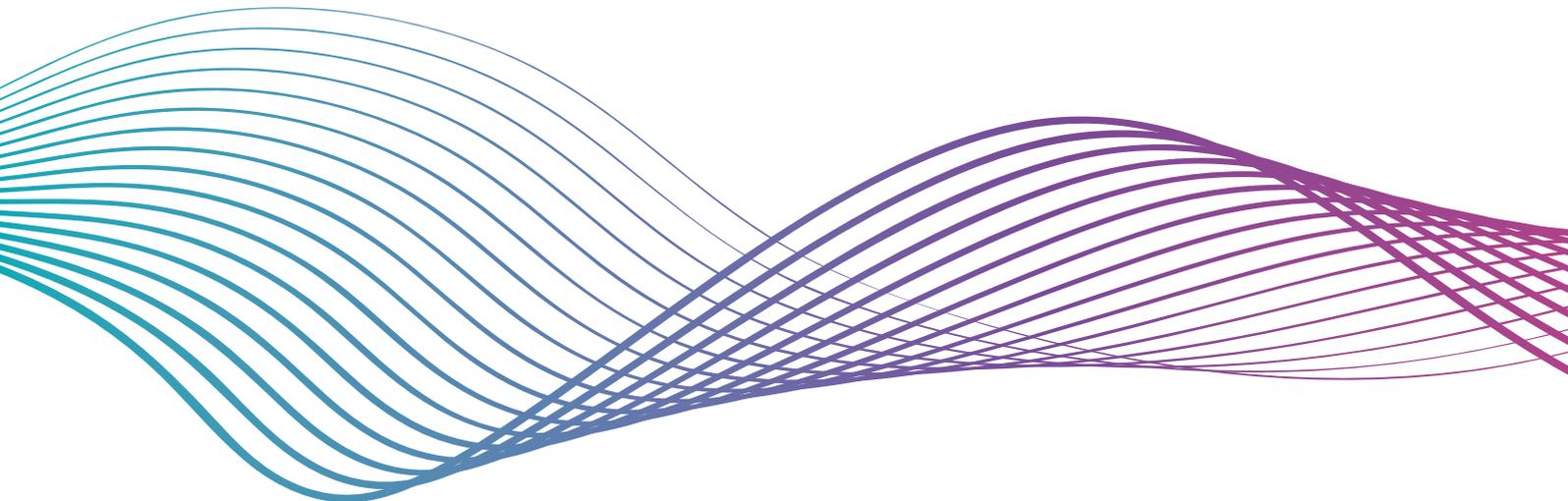
Responding to and preventing NHS/health system pressures to support the health and care system to deliver accessible, community-based, evidence-informed models of health care with a new emphasis on prevention. We will pursue this through working closely with policymakers to ensure that our work is translated to patient and public benefit, as rapidly as possible.

2

Advancing global primary health care to transition health systems globally toward primary health care-oriented models of care, working alongside partners to improve equitable access to essential health services and deliver Universal Healthcare Coverage. Sharing our expertise and learning from partners around the world.

3

Developing financially and environmentally sustainable health systems by seeking out and supporting delivery of the most cost-effective models of health care and progressively reducing the environmental footprint of healthcare in the drive towards net zero.



Key Enablers of our Priorities



People: We will attract, educate and nurture the very best minds in the world so they are prepared, committed and equipped with the skills needed to catalyse the transition to primary health care-based models globally. In so doing, we want to support and grow talented leadership in primary health care nationally and globally. People are the foundation of the Department's success and our academic, research, and professional services staff are critical to our future. To help deliver on our ambitious goals, it is vital that we continue to attract, recruit and support talented individuals and provide an inclusive and fair environment that allows staff to grow and flourish.



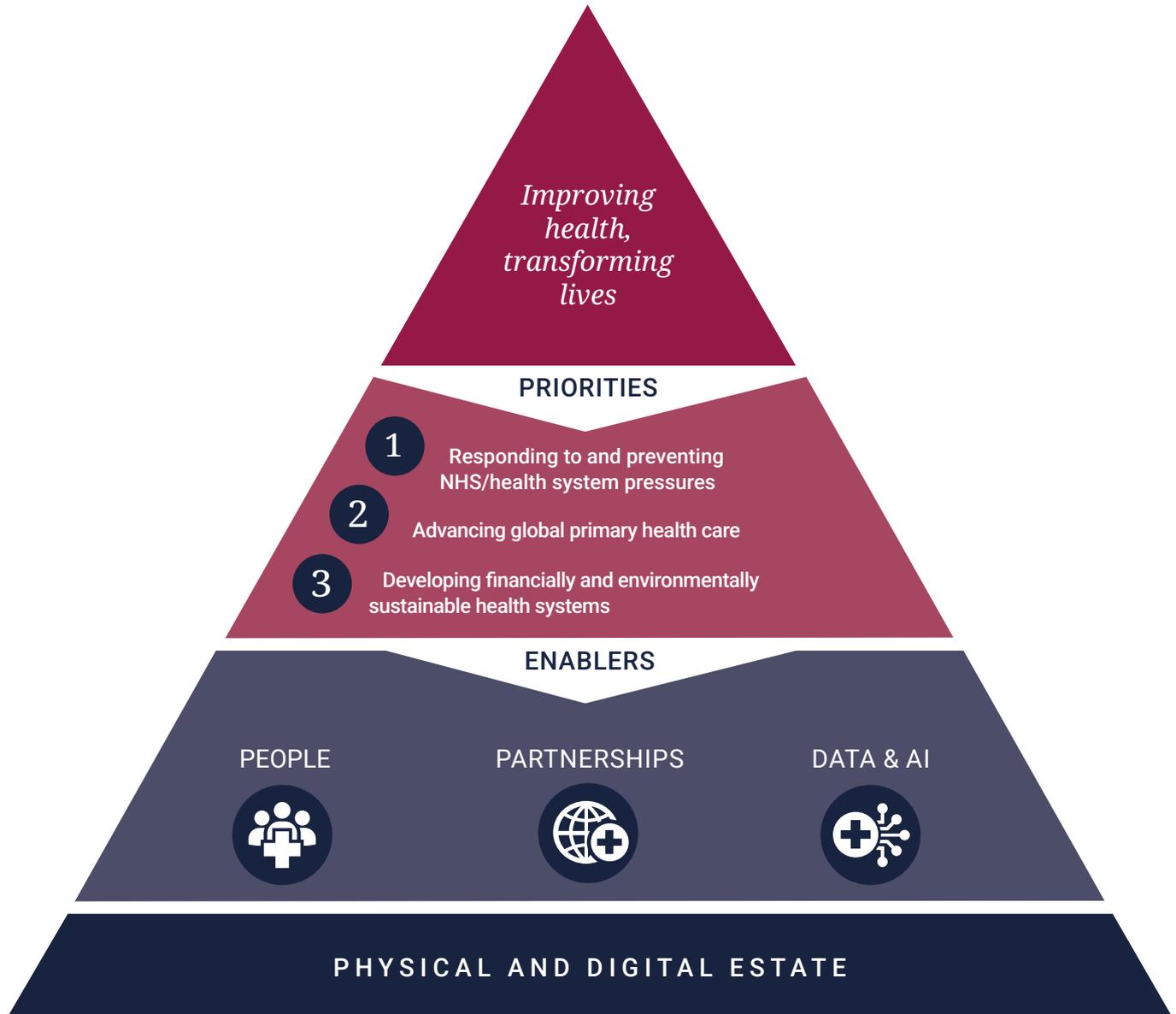
Partnerships: Our Department will be outward looking; we need to work closely with health partners in the public, private and third sectors to enable the delivery of real change to health care. We will build reciprocal relationships with policy makers, health and care system leaders, researchers and educators locally, here in the UK and around the world with a view to sharing our experiences and insights and learning together as we work towards developing critical mass in primary health care across the UK and internationally.



Data and AI: We need to harness the power of our primary care data and AI, with links to other health relevant data, to support health policy and planning, service delivery and the personalisation of care and preventative medicine. In so doing, we seek to make these data – securely – available to all those who share our aspirations and values.



Our Strategy





“I am eager to build on existing relationships and collaborate with colleagues across the Department, Division, our collegiate University, and beyond to advance academic primary care and improve health outcomes – locally, nationally and globally.”

Professor Sir Aziz Sheikh OBE



Interested in working with us?

Contact Aziz.Sheikh@phc.ox.ac.uk for information about partnerships and opportunities to support the Nuffield Department of Primary Care Health Sciences.

www.phc.ox.ac.uk