



The Royal
Orthopaedic Hospital
NHS Foundation Trust

THE ROYAL ORTHOPAEDIC HOSPITAL
**STRATEGY FOR
EXCELLENCE**

2019/20 - 2023/24

INTRODUCTION



The ROH has been at the forefront of orthopaedic innovation for over 200 years and we pride ourselves on delivering highly specialised and complex services to patients across Birmingham, Solihull and beyond.

This strategy, whilst focused on the next five years, is a true reflection on the progress that we have made in recent years, improving operational performance and building strong relationships with our local healthcare partners. We are all committed to a sustainable future for the ROH, and our vision to become first choice for orthopaedic care remains our key focus. I look forward to being part of our exciting future.

DAME YVE BUCKLAND
CHAIR



The next five years will be truly transformational for the ROH. We have set ourselves ambitious improvement targets across all areas, not least with the introduction of four brand new theatres and a new 23 bedded ward.

It is our intention to improve how we engage with our patients & the public so that we know that our specialist services are being delivered in the most optimum way possible. Our staff are crucial to our improvement journey; we want them to feel empowered and motivated to work at the ROH, and together, I have no doubt that we can achieve the goals that we have set ourselves.

JO WILLIAMS
CHIEF EXECUTIVE

WHERE WE ARE 2019/20



RATED 'GOOD' BY
THE CARE QUALITY
COMMISSION



PATIENT SATISFACTION
RATE OF 96%



WE EMPLOY 1,100
STAFF MEMBERS



STAFF SURVEY
COMPLETION RATE OF
41%



SCORED HIGHEST OF ALL
NHS TRUSTS FOR STAFF
SATISFACTION WITH
FLEXIBLE WORKING



ACHIEVED CONTROL
TOTAL (2018-19) –
DEFICIT POSITION



AIMING TO TREAT
OVER 15,000 PATIENTS
AS INPATIENTS AND
DAYCASES (2019-20)



0 PATIENTS WAITING
OVER 52 WEEKS



DELIVERING CANCER
WAITING TIME
TARGETS



VTE EXEMPLAR SITE



CONSISTENTLY
MEETING NATIONAL
DIAGNOSTIC TARGETS



WORKING TO 92%
PATIENTS TREATED
WITHIN 18 WEEKS
(NATIONAL TARGET)



REDUCED 28-DAY
CANCELLATIONS BY
90%



THEATRE UTILISATION
92% (2018-19 AVERAGE)



10 THEATRES & 90
BEDS



SERVICES IN THREE
COMMUNITY
LOCATIONS



JOINTCARE: AN
OPTIMISED HIP AND
KNEE PATHWAY

NATIONAL CONTEXT

LOOKING BEYOND OUR BOUNDARIES

NHS LONG TERM PLAN

The NHS Long Term Plan was published in January 2019, providing a clear direction for healthcare providers to improve quality of patient care and health outcomes. The plan focuses on building an NHS fit for the future by:

- Enabling everyone to get the best start in life
- Helping communities to live well
- Helping people to age well

The ROH strategy (2019-2024) has been developed in line with the NHS Long Term Plan, and in particular the following objectives which are highly relevant to the ROH:

- Short waits for routine elective surgery
- Interoperability of data & systems
- Redesign & modernisation of outpatient services
- Continued investment in new roles such as Nurse Associates & First Contact Practitioners
- Targeted investment in genomics

NATIONAL ORTHOPAEDIC ALLIANCE

As a founding member of the Specialist Orthopaedic Alliance, we have a role to play in driving forward quality improvements for orthopaedics across the UK. The National Orthopaedic Alliance (NOA) is a membership organisation which brings together orthopaedic centres around the UK to reach a common high standard. As a leader of orthopaedic excellence, the ROH is committed to:

- Driving forward improved outcomes for orthopaedic patients
- Promoting the work of the NOA both internally and externally
- Developing & improving quality standards for providers of orthopaedic care
- Setting best practice for orthopaedic care, including:
- **Sharing ideas & learning around identification of CIP schemes, including preparation for annual business**

planning round

- **Working in partnership with Getting It Right First Time (GIRFT) to improve coding practice to generate maximum income opportunity for clinical activity**
- **Participating in the national PROMS network, aiming to play leadership role in the various sub-groups identified**
- Working with partners from across the country to influence national tariff for specialist orthopaedics
- Collaborating with other specialist orthopaedic providers on improvements to clinical pathways, including Bone Tumour Pathology

WORKING IN PARTNERSHIP: BIRMINGHAM & SOLIHULL SUSTAINABILITY & TRANSFORMATION PARTNERSHIP (BSOL STP)

This strategy is closely aligned to the Birmingham & Solihull STP 'Live Healthy, Live Happy' strategy, and in line with the emerging BSOL STP plans in response to the Long Term Plan.

Over the next five years and beyond, we will focus on improving health outcomes for our local population through developing streamlined orthopaedic services, meaning that patients can expect the same high standards and improved quality of life, no matter where they access their care.

We also work together with other acute and specialised providers through the Birmingham Hospitals Alliance, which provides a forum for the ROH to work closely with University Hospitals Birmingham, Birmingham Women's and Children's to standardise care pathways and improve outcomes, plan services most efficiently and deliver economies of scale.

NATIONAL CONTEXT

LOOKING BEYOND OUR BOUNDARIES

BECOMING AN INTEGRATED CARE SYSTEM (ICS)

What is an 'ICS'?

It is intended that local Sustainability & Transformation Partnerships (STPs) will evolve into Integrated Care Systems. An ICS is a 'place-based' partnership that is given more control over local funding & services to improve the health and wellbeing of their population. For Birmingham & Solihull, this would see a formal partnership established between the organisations highlighted on the map



By April 2021, we are working with partners across BSOL STP to launch a successful Integrated Care System, and ROH will play a fundamental role in leading orthopaedic services across Birmingham & Solihull. As an ICS, we will focus on: creating a new leadership & governance model based on collaboration and collective accountability; improving outcomes & reducing variation; developing an aligned strategy for Birmingham & Solihull and; creating an integrated approach to delivery of care.

KEY STRATEGIC DRIVERS FOR CHANGE

- We must continually improve the quality of the care we deliver; reducing variation and standardising pathways
- Patients are becoming more medically complex and our population is ageing
- We will become part of an Integrated Care System which aims to deliver care in a joined-up way for local people
- There is a system need to provide shared support services such as Procurement & Pathology
- We must improve our productivity and efficiency across the patient pathway; reducing waiting times and improving patient experience
- We need to be financially sustainable, and to do this we must grow as an organisation
- There is greater competition within our local area for orthopaedics, particularly from the private sector.

S.W.O.T. ANALYSIS

STRENGTHS

- Distinct reputation and brand for delivery of orthopaedic services
- Dedicated facilities without competing non-elective activity
- Excellent clinical outcomes
- Available land & spare capacity
- Geographical location and UK connectivity

WEAKNESSES

- Small organisation within a large local healthcare economy
- Standalone location separate from facilities for medically complex patients
- Lack of interoperable/digital systems within and across the ROH
- Downward pressure on national funding for specialist orthopaedics
- Some estate in need of development, with over £6.7 million required to eradicate our estate backlog

OPPORTUNITIES

- Expanding market due to demographic changes (e.g. the population is expected to grow 196,000 over next 10-15 years, with life expectancy continuing to increase)
- Increased partnership working within Birmingham & Solihull STP
- Increased focus on place-based care and collaboration
- National focus on developing 'cold' elective sites to support with acute pressures

THREATS

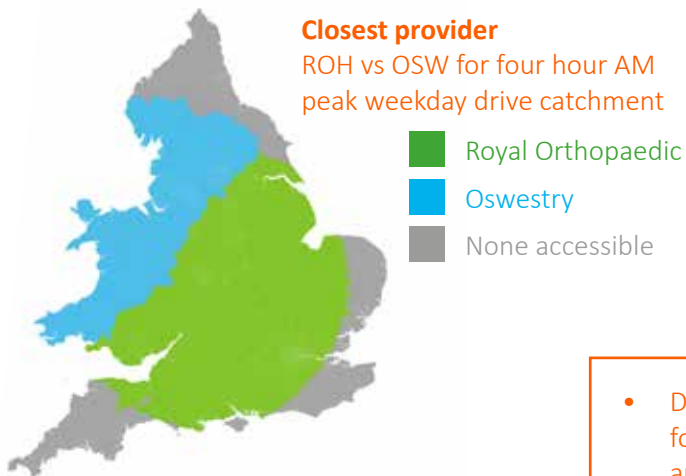
- Non-NHS providers delivering high volumes of large joint activity
- Ongoing pressure with NHS funding settlement
- CCG redesign of services

NATIONAL CONTEXT

LOOKING BEYOND OUR BOUNDARIES

MARKET ANALYSIS

The ROH is well placed to offer a substantial catchment to the midlands, south wales and into the south west. There is significant potential to provide improved access to patients from the South East



CURRENT BREAKDOWN OF 'LARGE JOINT' ACTIVITY ACROSS BIRMINGHAM & SOLIHULL

Trust	Volume	%
Heart of England NFT	14625	36%
Royal Orthopaedic Hospital FT	13453	33%
Spire Healthcare	6271	15%
UHB NFT	2896	7%
BMI Healthcare	2660	6%
SWB NFT	649	2%
Ramsay	233	0.5%
UHCW NFT	213	0.5%

- Demographic growth alone creates significant growth for the trust. The age profile across Birmingham and Solihull will have an impact on the demand for orthopaedic & musculoskeletal services, with an anticipated 15% increase in the number of people aged 65+ by the year 2027.
- 24% NHS large joint activity is taking place in the independent sector, providing opportunities for ROH to repatriate
- There are high volume, low risk patient groups that the Trust currently delivers with scope to expand (i.e. Hands)
- ROH can provide ongoing support to UHB, particularly with winter pressures and elective backlog



PLAN ON A PAGE

OUR FIVE YEAR STRATEGY

This strategy was developed collaboratively with ROH teams and our partners

Our values are at the heart of everything we do!

2019 - 2024
CO-DESIGN
AND LAUNCH
STRATEGY

OUR VISION

TO BE FIRST CHOICE FOR
ORTHOPAEDIC CARE

OUR VALUES

RESPECT COMPASSION
EXCELLENCE PRIDE
OPENNESS INNOVATION

OUR GOALS

THESE FIVE GOALS WILL BE OUR MAIN FOCUS FOR THE
NEXT FIVE YEARS AND BEYOND

PATIENTS

SAFE HIGH
QUALITY
PATIENT CARE

PEOPLE

A DIVERSE, HIGHLY
SKILLED & WELL
SUPPORTED
WORKFORCE

PARTNERSHIP

IMPROVED &
INTEGRATED
SERVICES

PROCESS

PRODUCTIVE
& EFFICIENT
PROCESSES

PERFORMANCE

A SUSTAINABLE
FUTURE THROUGH
GROWTH & FINANCIAL
STABILITY

We call these
goals 'the 5 P's'
and they are
our main focus.

These enablers
will help us
to achieve
our overall
strategy

ENABLERS



A CLINICAL
STRATEGY



INVOLVEMENT,
EXPERIENCE &
VOLUNTEERING
STRATEGY



DEVELOPING
OUR
ESTATE



THE RIGHT
I.T. &
TECHNOLOGY



MARKETING
OUR SERVICES



DELIVERING
OUR PEOPLE
STRATEGY



DELIVERING OUR
KNOWLEDGE
STRATEGY

START THE CYCLE AGAIN

ENGAGE WITH
STAFF TO REFLECT
ON PROGRESS
AND PLAN FOR
NEXT STEPS

WHAT SUCCESS LOOKS LIKE

PATIENTS

OUTSTANDING CARE
EXCEPTIONAL PATIENT EXPERIENCE AND OUTCOMES

PEOPLE

EMPLOYER OF CHOICE
ENGAGED WORKFORCE

PARTNERSHIP

LEADERS IN ORTHOPAEDIC INNOVATION
LOCAL AND NATIONAL PARTNERSHIPS

PROCESS

MODERN TECHNOLOGY AND PROCESSES
CULTURE OF CONTINUOUS IMPROVEMENT

PERFORMANCE

FINANCIAL SUSTAINABILITY
ORTHOPAEDIC CENTRE OF EXCELLENCE

YOUR ROLE

PARTICIPATE: SPEAK UP & JOIN IN!
YOUR VOICE IS IMPORTANT

INNOVATE: LOOK FOR OPPORTUNITIES
TO MAKE IMPROVEMENTS

COLLABORATE: LOOK AT THE BIGGER
PICTURE AND WORK IN PARTNERSHIP

We want every member of staff at ROH to
understand the strategy and help make it happen.

OUR FIVE YEAR STRATEGY

THE FIVE 'Ps'

THE 5Ps	Enabling plan or strategy	Reporting route	Measuring our progress
PATIENTS Safe High Quality Care	Clinical Service plans	Divisional Performance Boards	Performance metrics for each of the 5Ps to be presented through newly developed 'Integrated Performance Report'
	PEOPLE A Diverse, Highly Skilled & Well Supported Workforce	Quality & Safety Committee	
	PARTNERSHIPS Improved & Integrated Services	Birmingham Hospitals Alliance Board and STP CEOs group	
	PROCESS Productive & Efficient Processes	Quality & Safety Committee	
	PERFORMANCE A Sustainable Future Through Growth & Financial Stability	Quality & Safety Committee	
PEOPLE A Diverse, Highly Skilled & Well Supported Workforce	Safeguarding Plan	Quality & Safety Committee	
	People Strategy	Staff Experience & OD Committee	
	Knowledge Strategy (TBC)	People Committee	
	Workforce Plan	Staff Experience & OD Committee	
PARTNERSHIPS Improved & Integrated Services	Apprenticeship Strategy	People Committee	
	Orthopaedic Provider Alliance	Perfecting Pathways Programme Board	
	MSK Expansion Plan	Perfecting Pathways Programme Board	
PROCESS Productive & Efficient Processes	Involvement, Experience & Volunteering Strategy	Patient Engagement & Experience Committee	
	IM&T Strategy	Perfecting Pathways Programme Board	
	Outpatient Modernisation Plan	Perfecting Pathways Programme Board	
	Continuous Improvement Plan (TBC)	Perfecting Pathways Programme Board	
PERFORMANCE A Sustainable Future Through Growth & Financial Stability	Productive Theatres Plan (TBC)	Perfecting Pathways Programme Board	
	Estates Strategy	Finance & Performance Committee	
	Long Term Financial Model	Finance & Performance Committee	

THE FIVE 'Ps'

PATIENTS



SAFE HIGH QUALITY CARE

Outstanding care

Exceptional patient experience and outcomes

IMPROVED PATIENT PATHWAYS

Priorities for years 1&2:

- Implement our JointCare programme as business as usual across our hip & knee service, sharing good practice with local and national orthopaedic providers
- Reduce the number of non-value adding steps in the pathway for patients, ensuring effective first contact and appropriate triage
- Lead the implementation of a new pathway for patients with peri-prosthetic joint infection
- Engage with local partners to embed new ROH Metastatic Bone Disease pathway
- Streamline spinal referral pathway across ROH & UHB
- Deliver sustained reductions in length of stay safely for joint operations and disc surgery in order to:
 - Reduce risk of infection
 - Enable patients to return to 'usual place of residence'
 - Improve recovery time

By 2023/24 we will have:

Established best practice orthopaedic pathways across the Birmingham & Solihull STP, and other specialist orthopaedic centres, with national recognition for our patient experience & outcomes; make day case surgery a reality for hip and knee operations, further bringing down our length of stay safely

IMPROVED CLINICAL OUTCOMES

Priorities for years 1&2:

- Sustain good clinical governance systems, and continue to reduce avoidable harm for patients, continuously learning from and responding to incidents in timely and transparent ways
- Maintain extremely low mortality rates
- Implemented the Amplitude system to collect, review and promote ROH clinical outcomes
- Compliance with national data input and analysis (National Joint Registry, British Spinal Registry)

By 2023/24 we will have:

Driven improved clinical outcomes at both the ROH and across Birmingham & Solihull, publishing outcome data for patients to access

IMPROVED PATIENT ACCESS

Priorities for years 1&2:

- Deliver Referral to Treatment compliance in all specialties
- Extend access to 7-day services, including Physiotherapy, Imaging and Pharmacy
- Extend opening hours, in particular our Admissions & Day Case Unit (ADCU)
- Introduce virtual clinics and use of patient reported outcomes monitoring to enable a greater number of follow up appointments to take place without the need to attend the hospital
- Introduce new outreach clinics in community locations to provide a greater level of assessment and treatment for patients with musculoskeletal & orthopaedic conditions
- Expand GP Out of Hours clinics at ROH

By 2023/24 we will have:

Formed strong partnerships across the local community to provide access to ROH services closer to home, utilising modern technology & pioneering techniques to enable patients to manage their conditions at home and in community settings, becoming experts in their own condition

INCREASED RESEARCH PARTICIPATION AND PORTFOLIO

Priorities for years 1&2:

- Establish Regenerative Medicine lab facility
- Work in partnership with local healthcare providers and academic institutions to develop new research programmes in line with shared strategic priorities
- Develop areas with low research activity, increasing the ROH clinical research portfolio
- Regularly submit national grant applications

By 2023/24 we will have:

Provide increased opportunities to patients to participate in, and for staff to initiate, interventional and observational research trials; lead pioneering improvements in orthopaedics, through research & innovation.

NEW WAYS OF WORKING

Priorities for years 1&2:

- Redesign outpatient services in line with objectives in the NHS Long Term Plan
- Develop 'Transition to Adult Care' strategy, leading the way in care for 16-19 year olds
- Improve understanding the needs of vulnerable patients, and implementing appropriately tailored

care, including patients with learning disabilities, mental health needs, and dementia

By 2023/24 we will have:

Tailored support for complex patients and those transitioning between services; modernised the way in which patients access ROH services, with exemplary support functions in place for our population.

CASE STUDY: JOINTCARE

WHAT IS JOINTCARE

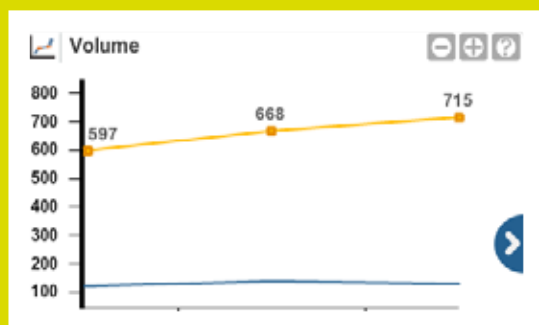
We already achieve excellent outcomes for hip and knee replacements but we wanted to increase efficiency, improve patient experience and standardise our approach. Working with Stryker Performance Solutions we introduced a new optimised pathway called JointCare which is characterised by wellness, movement, early mobilisation, standardised protocols and a strong focus on patient education and expectation setting.

THE IMPACT OF JOINTCARE

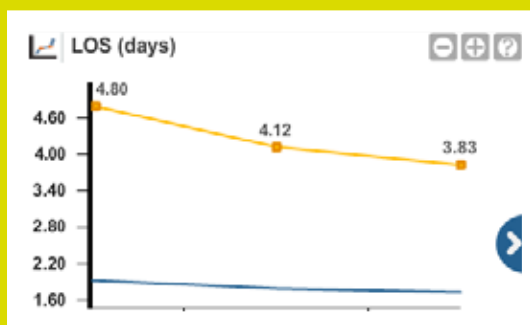
- A consistent increase in the volume of cases (graph 1)
- A consistent decrease in length of stay (graph 2)
- Complication and readmission rates have been maintained
- Standardised analgesia and anaesthetic protocols to reduce variation
- Achieved efficiencies through a robust and standardised ward routine
- Established an effective feedback loop so that patient experience is always heard and acted upon
- We are now sharing our methodology across the STP and expect JointCare style pathways to be introduced across the STP.

HOW THIS FEEDS IN TO OUR STRATEGY

- **Achieving the vision:** JointCare directly feeds our vision to be 'first choice for orthopaedic care' because we are seeing improved experience, efficiency and clinical outcomes.
- **Adding value:** JointCare is an optimised pathway which means we are able to treat more patients and make best use of our resources and the NHS pound.
- **Improving performance:** JointCare has reduced length of stay which is great for patient experience and great for Trust performance.
- **Improving experience:** Our patient experience metrics indicate that JointCare patients are very satisfied with their care (FFT satisfaction rating 96%)
- **Improving safety:** Complication and readmission rates have been maintained
- **Working in partnership:** JointCare was collaboratively developed with Stryker Performance Solutions. It is an excellent example of how the NHS can work with industry to deliver value. Our learning is now being shared across the STP. We are also working with partners in the community to support patients to maintain health and wellbeing following their recovery.



GRAPH 1



GRAPH 2

Figures include all hip and knee arthroplasty patients, including complex, revision and oncology patients.

THE FIVE 'Ps'

PEOPLE



A DIVERSE, HIGHLY SKILLED & SUPPORTED WORKFORCE

Employer of choice

Engaged workforce

FOCUS ON ENGAGEMENT AND WELLBEING

Priorities for years 1&2:

- Deliver a rolling programme of inclusive, Trust-wide wellbeing initiatives
- Embed innovative communication channels that reach all staff across the Trust
- Establish new recognition schemes based on Trust values

By 2023/24 we will have:

Become a national leader in Health & Wellbeing, with a clear & measurable impact on staff absence, staff retention and improved staff survey responses

DEVELOPING OUR WORKFORCE

Priorities for years 1&2:

- Workforce planning / workforce modelling skills developed across the organisation
- Exceed National Apprenticeship target on annual basis
- Engage students whilst on placement at ROH to encourage return once qualified
- Expand leadership development initiatives including Management Skills Programme (MSP)

By 2023/24 we will have:

Provided opportunities to staff to develop and enhance their careers at ROH; created a sustainable workforce fit for the future; invested in innovative training and education for all staff.

DIVERSE & INCLUSIVE PLACE TO WORK

Priorities for years 1&2:

- Further embed Equality & Diversity network with rolling programme of inclusive activities for all staff;
- Produce and implement a Values Behaviour Framework

By 2023/24 we will have:

Evidenced that equality, diversity and inclusion are central to the culture of the organisation, widely recognised by our workforce through staff surveys

MANAGING PERFORMANCE

Priorities for years 1&2:

- New performance management and appraisal approach
- Career development frameworks established for all

staff

- Effective utilisation of workforce development funding from HEE
- Continue to meet a mandatory training compliance of 91%

By 2023/24 we will have:

Increased appraisal rate across staff groups; personal development plans for all, with clear career routes and succession planning as standard practice

NEW WAYS OF WORKING

Priorities for years 1&2:

- Establish revised middle grade medical model, providing new opportunities to different staff groups
- Recruit to Nurse Associate programme, building a sustainable nursing workforce for the future
- Recruit & train new Theatre Assistant Practitioners, and continue to develop Theatre preceptorship programme, improving feedback & increasing participation
- Develop a clear ROH 'employer brand' which aligns to the BSOL approach to workforce ('live, study and work in Birmingham')
- Develop joint appointments across BSOL STP providers

By 2023/24 we will have:

ROH and BSOL recognised as employers of choice across the region; new roles embedded across the ROH, with a workforce infrastructure to facilitate the delivery of outstanding care

MANAGEMENT SKILLS PROGRAMME (MSP)

Supporting the development of our people is essential if we hope to realise our ambition. MSP, our in-house staff development course is a comprehensive development programme, which gives new managers, or those with potential to manage, an excellent framework to build skills and grow. Taking a structured approach to managerial development will support our Trust to build skills in a consistent and strategic way. MSP fits alongside other development options and has proven to be popular with participants. We will look to expand MSP in the next five years and build it in to the architecture of our people development plans.

THE FIVE 'Ps'

PARTNERSHIPS



IMPROVED AND INTEGRATED SERVICES

Leaders in Orthopaedic Innovation

Successful local & national partnerships

BIRMINGHAM HOSPITALS ALLIANCE

Priorities for years 1&2:

- Lead the standardisation of large joint pathway across ROH & UHB (including the development of 'cold' elective sites)
- Build a clear digital roadmap to integrate clinical systems (i.e. Imaging)
- Develop new guidelines for referring to specialised orthopaedic services (Spinal & Oncology) and engaging with local Trusts across the wider West Midlands to embed
- Establish more effective cross-provider working to treat medically complex patients

By 2023/24 we will have:

Formed a new Integrated Care System with partners across Birmingham & Solihull, leading advancements in orthopaedic best practice with supporting aligned infrastructure; patients able to receive the same high quality orthopaedic care, regardless of where they live or access services across BSOL.

PUBLIC & PATIENT INVOLVEMENT

Priorities for years 1&2:

- Deliver the objectives set out in the Involvement, Experience & Volunteering strategy
- Increase the number of patients who are involved with key improvement projects and changes to services
- Work with patients to address key themes of concern arising from complaints i.e. administration of outpatient appointments

By 2023/24 we will have:

Maintained our status as providing excellent patient experience, as recognised by the CQC's inpatient survey; routinely measure the effectiveness of treatment for patients through use of PROMS.

MSK EXPANSION

Priorities for years 1&2:

- Take a lead role in the redesign of MSK pathways across local CCGs
- Expand our combined physical and psychological programme – 'FRP'
- Develop First Contact Practitioners and supported primary care networks to manage MSK patients

By 2023/24 we will have:

A lead role in providing MSK services across the STP / primary care networks and an established MSK Academy

ACADEMIC PARTNERSHIPS

Priorities for years 1&2:

- Prepare for delivery of new undergraduate teaching programme for Aston University medical students
- Work closely with University of Birmingham to enhance current offer to medical school
- Deliver the new Orthopaedic Nursing Training Programme and share best practice across local healthcare system
- Deliver Birmingham Orthopaedic Training Programme, facilitating successful progression of future Orthopaedic Consultants
- Develop Aston University Management graduate scheme placement programme
- Work with academic partners to further develop and expand our research portfolio

By 2023/24 we will have:

Expanded our academic offering across Birmingham and Solihull, providing excellent training and research opportunities to the future workforce

OUR APPROACH TO PPI

Feedback from our patients and public has always played an important part of how we deliver care and continually improve. In 2019, we launched our Patient and Public Involvement Strategy, a document co-designed with patients and citizens in Birmingham. It articulates our ambition to build and maintain a strong patient-centred culture where decision-making is always informed by feedback and we continually improve the care we offer by listening.

COMMERCIAL RELATIONSHIPS

Priorities for years 1&2:

- Demonstrate significantly improved outcomes for hip & knee patients through our partnership with Stryker and the ROH JointCare programme
- Deliver increased number of cases using MAKO robotic arm
- Form a clear Intellectual Property to enable our services to develop into accredited business model, allowing us take our expertise 'to market'
- Develop private patient strategy to maximise market opportunities, including generating increased income through our Private Patient Suite

By 2023/24 we will have:

An established business model to expand ROH services, generating increased income across both NHS & non-NHS services

NEW WAYS OF WORKING

Priorities for years 1&2:

- Develop standardised 'Recovery Coach' website for NHS hospitals in partnership with Stryker Performance Solutions
- Drive forward the quality standards agreed with NOA partners & measure ROH progress
- Increase use of robotics & advanced technologies
- Work in partnership with GIRFT, in particular reviewing Imaging services

By 2023/24 we will have:

Demonstrated ROH has had a measurable impact on national orthopaedic outcomes; maintained track record of delivering innovations in orthopaedic practices; robotic surgery used for an increasing proportion of cases and VR-simulation used to support training.



THE FIVE 'Ps'

PROCESS



PRODUCTIVE & EFFECTIVE PROCESSES

Modern technology & digital innovation
Culture of continuous improvement

DIGITAL ORGANISATION

Priorities for years 1&2:

- Implement a new clinical portal, giving clinician's greater access to real time information and develop a patient portal to give patients access to their data
- Introduce electronic referral system 'Refer A Patient' and Doctor Doctor (2 way interactive texting)
- Complete phases 2 & 3 of our electronic prescribing system implementation (PICS), including new order comms system in Imaging
- Upgrade our telephony systems
- Introduce Office 365 across the organisation, improving utilisation of cloud-based technology

By 2023/24 we will have:

Interoperable systems across all Birmingham & Solihull healthcare providers, with patients able to digitally access their own healthcare record, advice & services; informatics embedded all levels of the organisation, enabling the Board to make informed decisions and clinicians to drive improvements in care

OUTPATIENT MODERNISATION

Priorities for years 1&2:

- Upgrade InTouch system
- All patient letters to be available electronically
- Partial booking implemented to minimise patient waiting times
- Implementation of virtual clinics
- Seamlessly integrated Radiology & outpatient appointments

By 2023/24 we will have:

Implemented and embedded innovative pathways & systems in line with the NHS Long Term Plan, bringing care closer to patients' homes

THEATRE EFFICIENCY & PRODUCTIVITY

Priorities for years 1&2:

- Further reduce cancellations on the day
- Modernise logistics processes

- Lockdown lists 2 weeks before surgery
- Embed bar coding to improve costings & rationalisation of theatre stock
- Introduce Theatre Assistant Practitioners (TAPs)

By 2023/24 we will have:

Theatres running at 95% list utilisation and 90% in-session utilisation, with an increase of at least 1 additional large joint case per list

ROBUST FINANCIAL PROCESSES

Priorities for years 1&2:

- Work with NOA partners to improve coding practices in orthopaedics
- Realise the benefits of a shared procurement service across the Birmingham Hospitals Alliance
- Deliver a proactive quality and cost improvement programme, supported by online monitoring tools

By 2023/24 we will have:

Realised increased income opportunities and delivered effective cost improvement schemes to contribute to the Trust's achievement of a sustainable financial position

NEW WAYS OF WORKING

Priorities for years 1&2:

- Trained all senior managers & team leaders in the NHS Improvement 'Quality, Service Improvement & Redesign' methodology
- Developed & embedded a 'Continuous Improvement' programme including an Executive-led Programme Board
- Increase the organisation's awareness and appetite for robust risk management
- Improve the availability of high-quality data to promote business intelligence led decision making for service re-design

By 2023/24 we will have:

All staff trained in continuous improvement methodology, successfully delivering quality & service improvements in their area.

CASE STUDY: QUALITY SERVICE IMPROVEMENT PROGRAMME

WHAT IS THE QUALITY SERVICE IMPROVEMENT PROGRAMME

The QSIR (Quality Service Improvement Redesign) programme is a tailored Quality Improvement course developed by NHS Improvement, that aims to provide candidates with the know-how to design and implement more efficient patient-centred services. The course is based on tried and tested tools and approaches, and covers the breadth of service improvement skills. The programme is designed for both clinical and non-clinical staff.

The QSIR College programme offers NHS organisations and health systems a unique opportunity to develop quality and efficiency improvement capability within their organisation and across their health economy, enabling them to rapidly build up a sustainable local skills base. Our focus for cohorts 1-3 has been to train senior managers across the organisation who will be able to utilise these skillsets to deliver quality improvement initiatives and also be able to transfer these skills to their teams.

The course consists of 5 days covering 8 modules;

- Leading Improvement
- Project Management
- Measurement for Improvement
- Sustainability of Improvement
- Engaging & understanding others
- Creativity in Improvement
- Process Mapping
- Demand & Capacity

The sessions are facilitated by a QSIR accredited Associate.



**GOOD THEORETICAL
KNOWLEDGE AROUND
THESE AREAS.
AS ALWAYS
THE PRACTICAL
APPLICATION OF SOME
OF THE CONCEPTS.
WELL-PRESENTED
AND ENGAGING.**



THE FIVE 'Ps'

PERFORMANCE



A SUSTAINABLE FUTURE THROUGH GROWTH & FINANCIAL STABILITY

Modern technology & digital innovation

Culture of continuous improvement

TREATING MORE PATIENTS

Priorities for years 1&2:

- Deliver increased activity through modular theatres, supporting partner organisations with the impact of winter pressures & capacity challenges
- Collaborate with UHB over growth opportunities e.g. expansion of the Hands service and development of the spinal pathway, with a single point of entry
- Improve waiting times across the whole patient pathway
- Develop ADCU into a 23-hr length of stay unit, delivering better patient flows & releasing inpatient beds for more complex work
- Further develop JointCare, reducing length of stay and improving productivity

By 2023/24 we will have:

Deliver sustained increased in activity and reductions in length of stay through flexible operating systems and improved productivity, increasing expert orthopaedic capacity in line with growth in demand (locally & nationally)

RECONFIGURING & INVESTING IN OUR ESTATE

Priorities for years 1&2:

- Open 4 new theatres with a 6 bed recovery unit and a 23 bedded ward ('Theatre Expansion programme')
- Reconfigure ROH estate following move of Paediatric services in July 2019, including relocation of Orthotics, Pharmacy, Physio Gym and Spinal Topography
- Complete major redevelopment of Knowledge Hub to accommodate Aston University Medical School students from 2020
- Invest in major capital expenditure i.e. 2nd MRI scanner to facilitate additional activity through new theatre build
- Develop catering facilities & options for staff and patients

By 2023/24 we will have:

A fit for purpose hospital site which supports productivity, enabling a higher number of patients to be treated in state of the art facilities.

ACHIEVING & EXCEEDING OUR PERFORMANCE TARGETS

Priorities for years 1&2:

- Achieve a minimum 92% patients treated within 18 weeks in all sub-specialties, aiming for 95% in April 2020
- Achieve average wait for first OP appointment to 6 weeks
- Reduce OP DNA rate by 2%
- Achieve all national cancer waiting times including the new 'faster diagnosis' 28 day standard

By 2023/24 we will have:

Exceeded national performance standards, through delivering outstanding patient access with ambitious organisational specific performance targets

FINANCIAL SUSTAINABILITY ACROSS MEDIUM-LONG TERM

Priorities for years 1&2:

- Develop our Long Term Financial Model
- Utilised the Model Hospital to its full potential, identifying opportunities for improved productivity
- Developed robust demand & capacity planning tools
- Work in partnership with Getting It Right First Time (GIRFT) to rationalise processes
- Agree our long term funding settlement together with BSOL STP and the Orthopaedic Alliance and future capital investment programme

By 2023/24 we will have:

Secured a financially sustainable future, supported by a clear funding model and accompanying financial plan which is based on up to date analysis and benchmarking

NEW WAYS OF WORKING

Priorities for years 1&2:

- Become UK premier site for Stryker Performance Solution clinical pathways
- Expand ROH brand/profile through regular PR exposure and refresh of Trust communication channels
- Apply for national & international awards, recognising Trust achievements and pioneering research & sharing good practice at all opportunities

By 2023/24 we will have:

Been able to demonstrate a link between improved performance and increased referrals through creative & innovative sharing of best practice



WHERE WILL WE BE BY 2023/24

WHAT DOES SUCCESS LOOK LIKE

PATIENTS



- Recognised as delivering 'outstanding' care by the CQC
- Continue to be in the top 10 hospitals in the country for patient experience, according to the CQC inpatient survey
- Deliver sustained reductions in length of stay, making day case surgery a reality for joint procedures
- Provide real time access to patients about their care via a patient portal
- Regularly submit national grant applications and increase patient participation in research trials

PEOPLE



- Recognised in the top quartile for staff engagement nationally
- Increased diversity of the workforce
- Expanded education, training opportunities to staff
- Increased opportunities for staff to work across BSOL, through the creation of joint appointments
- Development of new roles, including apprenticeship positions.

PARTNERSHIPS



- The creation of an integrated care system for orthopaedic services.
- High quality orthopaedic care for patients, regardless of where they live or access services across BSOL
- Public and patients routinely engaged in service redesign and improvement.
- Strong commercial and academic partnerships to drive research, education and innovation.

PROCESS



- Manage an increasing proportion of patients on follow-up at home and in community settings
- Interoperable clinical systems, providing real time information for clinicians through a clinical portal.
- Theatres running at 95% list utilisation and 90% in-session utilisation, with an increase of at least 1 additional large joint case per list.
- Deliver effective processes for the identification and monitoring of cost improvement schemes.
- A high proportion of staff trained in and able to use continuous improvement.

PERFORMANCE



- Upgraded estate, including four new theatres and a new 23 bedded ward
- Increase the ROH share of orthopaedic activity across BSOL.
- Treat 95% patients within 18 weeks across all sub-specialities, exceeding the national target of 92%
- See all patients what does it mean to be financially secure technologies / innovations e.g. particular conditions/ sub-specialities in a maximum of 26 weeks across all sub-specialities
- Financial sustainability secured, aligned to an integrated care system for orthopaedics.

WHERE WILL WE BE BY 2023/24

WHAT DOES SUCCESS LOOK LIKE

Objectives	Deliverables	Measures of success
PATIENTS: Safe High Quality Care		
Outstanding care	Improved patient pathways	<ol style="list-style-type: none">1. Recognised as delivering ‘outstanding’ care by the CQC2. Continue to be in the top 10 hospitals in the country for patient experience, according to the CQC inpatient survey3. Deliver sustained reductions in length of stay, making day case surgery a reality for joint procedures4. Provide real time access to patients about their care via a patient portal5. Regularly submit national grant applications and increase patient participation in research trials
Exceptional patient experience and outcomes	Improved clinical outcomes	
	Improved patient access	
	Increase research participation and portfolio	
	New ways of working	
PEOPLE: A diverse, highly skilled and supportive workforce		
Employer of choice	Improved patient pathways	<ol style="list-style-type: none">1. Recognised in the top quartile for staff engagement nationally2. Increased diversity of the workforce3. Expanded education, training opportunities to staff4. Increased opportunities for staff to work across BSOL, through the creation of joint appointments5. Development of new roles, including apprenticeship positions.
Engaged workforce	Improved clinical outcomes	
	Improved patient access	
	Increase research participation and portfolio	
	New ways of working	
PARTNERSHIPS: Improved and integrated services		
Leaders in Orthopaedic Innovation	Birmingham Hospitals Alliance	<ol style="list-style-type: none">1. The creation of an integrated care system for orthopaedic services.2. High quality orthopaedic care for patients, regardless of where they live or access services across BSOL3. Public and patients routinely engaged in service redesign and improvement.4. Strong commercial and academic partnerships to drive research, education and innovation.
Successful local and national partnerships	Public and Patient Involvement	
	MSK expansion	
	Academic partnerships	
	Commercial relationships	
	New ways of working	
PROCESS: productive and effective processes		
Modern technology and digital innovation	Digital organisation	<ol style="list-style-type: none">1. Manage an increasing proportion of patients on follow-up at home and in community settings2. Interoperable clinical systems, providing real time information for clinicians through a clinical portal.3. Theatres running at 95% list utilisation and 90% in-session utilisation, with an increase of at least 1 additional large joint case per list.4. Deliver effective processes for the identification and monitoring of cost improvement schemes.5. A high proportion of staff trained in and able to use continuous improvement.
Culture of continuous improvement	Outpatient modernisation	
	Theatre efficiency and productivity	
	Robust financial processes	
	Ways of working	
PERFORMANCE: a sustainable future through growth and financial stability		
Modern technology and digital innovation	Treating more patients	<ol style="list-style-type: none">1. Upgraded estate, including four new theatres and a new 23 bedded ward2. Increase the ROH share of orthopaedic activity across BSOL.3. Treat 95% patients within 18 weeks across all sub-specialities, exceeding the national target of 92%4. See all patients what does it mean to be financially secure hnologies / innovations e.g. particular conditions/sub-specialities in a maximum of 26 weeks across all sub-specialities5. Financial sustainability secured, aligned to an integrated care system for orthopaedics.
Culture of continuous improvement	Reconfiguring and investing in our estate	
	Achieving and exceeding our performance targets	
	Financial sustainability across medium-long term	
	New ways of working	



The Royal Orthopaedic Hospital NHS FT

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