



# The Royal Orthopaedic Hospital Annual General Meeting 2020





# Agenda

|         |  |  |
|---------|--|--|
| Item 1  | Welcome and introductions  | Yve Buckland, Trust Chair  |
| Item 2  | Minutes of the previous meeting held on 10 October 2019 – for approval | Yve Buckland   |
| Item 3  | Review of the Year, Including Annual Report Highlights                 | Jo Williams, Chief Executive                                     |
| Item 4  | Strategy & Capital Estates Update                                      | Phil Begg, Executive Director of Strategy & Delivery             |
| Item 5  | Performance Highlights   | Marie Peplow, Executive Chief Operating Officer                  |
| Item 6  | Our response to COVID  | Matthew Revell, Executive Medical Director                       |
| Item 7  | Quality Report Highlights  | Garry Marsh, Executive Director of Nursing & Clinical Governance |
| Item 8  | Financial Review and Annual Accounts Highlights                        | Steve Washbourne, Executive Director of Finance & Performance    |
| Item 9  | Auditors Report  | Mo Ramzan, Deloitte LLP  |
| Item 10 | Question and Answer Session  | Led by Yve Buckland  |
| Item 11 | Closing Remarks  | Yve Buckland   |



Minutes of the previous meeting held on 10 October 2019

**FOR APPROVAL**

# Review of the year, including Annual Report highlights

Jo Williams, Chief Executive

## Celebrating Success

NOTE: Some pictures within this presentation were taken before the COVID-19 pandemic when there was no requirement for social distancing or wearing of face masks



## Care Quality Commission (CQC)

- Our unannounced inspection in October 2019 was followed by our Well-led review in November 2019. Medicine, Surgery and the High Dependency Unit received a full review.
- We were delighted to see ‘Inadequate’ for Safe removed and received ‘Good’
- In support of this in early 2020 we commissioned an external review against the NSHI Well-Led Framework. The outcome of which was very positive.



## National Staff Survey results

- We were delighted to see that our National Staff Survey results continue to improve and our completion rate improved from 41% to 51%
- We had improvements in a number of areas including:
  - Positive action being taken on health and wellbeing
  - Staff having enough staff to do their job properly
  - Staff reporting incidents of poor behaviours
  - Staff receiving learning and development opportunities
- We are currently planning for the launch of the 2020 survey and with the implementation of the National People Plan, 'We are the NHS' and we will continue to build on the work which we have already commenced.



# Care Quality Commission (CQC) National Inpatient survey results

- The Trust results for the CQC National Inpatient survey saw the ROH being categorised as having 'much better than average' results placing the Trust in the Top 8 in the country

## Trusts achieving 'much better than expected' results

Eight acute trusts were classed as 'much better than expected' in 2018. Seven of these had the same banding in 2017 and six had the same banding in 2016, demonstrating consistently high levels of positive patient experience. All of these trusts are classed as specialist trusts.

|   | Historic results |      | Overall results   |                         |                   | Core service |         | Overall CQC rating |
|---|------------------|------|-------------------|-------------------------|-------------------|--------------|---------|--------------------|
|   | 2017             | 2018 | Most Negative (%) | Middle (%) <sup>c</sup> | Most Positive (%) | Medical care | Surgery |                    |
| <b>Trust average</b>  |                  |      | <b>16</b>         | <b>18</b>               | <b>66</b>         |              |         |                    |
| The Christie NHS Foundation Trust   | MB               | MB   | 9                 | 12                      | 79                | MB           | MB      | O                  |
| The Clatterbridge Cancer Centre NHS Foundation Trust                      | MB               | MB   | 11                | 13                      | 76                | MB           | N/A     | G                  |
| Liverpool Heart and Chest Hospital NHS Foundation Trust                   | MB               | MB   | 10                | 12                      | 78                | MB           | MB      | O                  |
| Queen Victoria Hospital NHS Foundation Trust                              | MB               | MB   | 9                 | 11                      | 81                | MB           | MB      | G                  |
| Royal Brompton & Harefield NHS Foundation Trust                           | B                | MB   | 11                | 14                      | 75                | MB           | B       | G                  |
| The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust | MB               | MB   | 8                 | 11                      | 81                | MB           | MB      | G                  |
| The Royal Marsden NHS Foundation Trust                                    | MB               | MB   | 8                 | 12                      | 80                | MB           | MB      | O                  |
| The Royal Orthopaedic Hospital NHS Foundation Trust                       | MB               | MB   | 10                | 15                      | 75                | N/A          | B       | G                  |

  

|                   |                    |                           |                  |                 |
|-------------------|--------------------|---------------------------|------------------|-----------------|
| Trust performance | About the same (S) | Better (B)                | Much better (MB) |                 |
| CQC rating        | Inadequate (I)     | Requires Improvement (RI) | Good (G)         | Outstanding (O) |

## Health and Wellbeing

- This is a key priority for the Trust with a full week's programme at the start of September 2019 with 'Strictly Come Dancing' star Chris Hollins launching the week and encouraging people to get on their feet and move!
- We continued to roll out across the Trust Mental Health First Aid training.
- In November 2019 we hosted our first Menopause Conference with fantastic engagement across the Trust.
- We hosted Henry Dimbleby (MBE) who is working with the government to review food so it is safe, healthy and affordable. He met with the ROH team and got to see first hand our offer for staff and patients.
- We continued to grow our relationship with Northfield Partnership Trust to support our local community and our amazing team donated so much we were able to provide 30 hampers for local residents at Christmas.

## Talking Menopause



## Accolades

- In November 2019 the Trust attended the annual Health Service Journal (HSJ) awards after being shortlisted for the 'Trust of the Year' award. A small team represented the Trust whilst the hospital held a tea party to celebrate the fantastic achievement by all.
- The Trust Facilities team won a National Cleaning Award - AHCPs ( Association of Healthcare Cleaning Professionals) 'Outstanding Team of the Year' award.
- Our Jointcare Team won the Leading Healthcare Award for Specialist/Acute Service Redesign



## Our COVID-19 story



- In March 2020, the Trust adapted at pace to respond and work alongside our Birmingham and Solihull (BSol) partners in the fight against COVID-19
- The response of the ROH team was overwhelming and their dedication, passion and commitment was truly amazing
- You will get a chance to hear our response but I wanted to take this opportunity to thank all of our team and their own families for their ongoing support.
- We recognise that this has been an incredibly challenging period for many and we will continue to support each other through the coming weeks and months
- Thank you to our patients who continue to feedback about the great care and the changes we have made at the ROH since COVID.
- To those of you who have donated gifts and goodies to our teams – we are very grateful for your support

Thank you





# Strategy and Capital Estates Development

Professor Phil Begg,  
Executive Director of Strategy and Delivery  
Trust Accountable Emergency Officer

# Trust Strategy 2019/2024

- Developed across the directorate teams
- Based on our 5 Ps model:
  - Patients
  - People
  - Process
  - Performance
  - Partnership
- Agreed by the Board in October 2019
- Underpinning strategies to ensure delivery
- Part of everyone in the Trust's PDR (everyone's contribution matters)

**CONTEXT**  
BOUNDARIES

**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.

| Trust                         | Volume | %    |
|-------------------------------|--------|------|
| Heart of England NPT          | 34625  | 30%  |
| Royal Orthopaedic Hospital FT | 13452  | 12%  |
| SOA Healthcare                | 6271   | 5%   |
| UMHAPT                        | 2880   | 3%   |
| BAH Healthcare                | 2360   | 2%   |
| SOA NPT                       | 1440   | 1%   |
| Flamingo                      | 1319   | 1.2% |
| UMH NPT                       | 1213   | 1.1% |

**SWOT 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 organization within a large local healthcare economy
- Standalone location separate from facilities for medically complex patients
- Lack of managerial/digital systems within and across the ROH
- Downward pressure on national funding for specialist orthopaedics

**OPPORTUNITIES**

- Expanding market due to demographic changes (e.g. the population is expected to grow 196,000 over next 25 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 local elective sites to support with acute pressures

**THREATS**

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

**THE ROYAL ORTHOPAEDIC HOSPITAL**  
**STRATEGY FOR EXCELLENCE**  
2019/20 - 2023/24

**CONCLUSION**  
Demographic growth is a consistent driver for the trust. The appetite 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 50+ by the year 2027.

20% net large joint activity is being placed in non-independent sector providing opportunities for ROH to replicate.

There are high volumes of six six patient groups that the Trust currently delivers with support to expand but, standstill.

ROH can provide ongoing support to UMH, particularly with winter pressures and elective backlog.

# Capital Estates Development 2020

- Phase 1 of the Modular development – Delivered
- Regenerative Medicine Research Laboratory (Dubrowsky Lab) – Delivered
- New Coffee Shop – Delivered
- Knowledge Hub Redevelopment – Commenced
- Refurbishment of Informatics Department – Commenced
- 36 minor estates projects – Delivered
- COVID-19 Hospital Site Layout Plan – Delivered



## COVID19 – March 2020

- Instigating the Trust's emergency response:
  - Incident Management Team
  - Business Continuity
  - Immediate response
  - Incident Control Centre
  - Daily Situation Reports (SitReps)
  - Site reconfiguration
  - Prepared, Responsive, Safe.

