



The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust

A Clinical Strategy

2024-29



Clinically led, collectively delivered



www.rjah.nhs.uk





Nurse on Baschurch taking patient's blood pressure



Researcher using Terumo BCT Quantum Cell Expansion System

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Patient in theatre on mobile device



Veteran patient post knee replacement surgery



Radiographer moving an xray tube

Introducing our clinical strategy

Chief Medical Officer, Dr Ruth Longfellow and Chief Nurse and Patient Safety Officer, Paul Kavanagh-Fields, are passionate about the clinical strategy and how it will **change our working practices** and **positively impact patients**.

We believe that a Clinical Strategy for the Robert Jones and Agnes Hunt NHS Foundation Trust (RJAH) is an opportunity for our clinical teams to shape and improve the hospital services our patients and population need. Our new clinical strategy sets out our vision for our clinical services over the next 5 years. We've got ambitious plans to build and grow services and pathways that work for our patients, partners and our people.

We both recognise that healthcare is never static, and if the last 3 years have taught us anything, it is that how we provide care to patients is ever changing, patients expect to access care closer to home through digital innovation and innovative care delivery models. Patients quite rightly expect rapid access to our services, where they are partners in the decision making and delivery of their care.

Care pathways need to be patient centred and dynamic, delivered by a diverse and highly skilled clinical workforce. Our staff provide outstanding care for patients every day. This Clinical Strategy reflects the importance of harnessing the talents of our people and our teams. It sets out our vision for a new blended workforce, novel clinical roles, enhanced leadership and training opportunities and strengthened relationships with our local universities.



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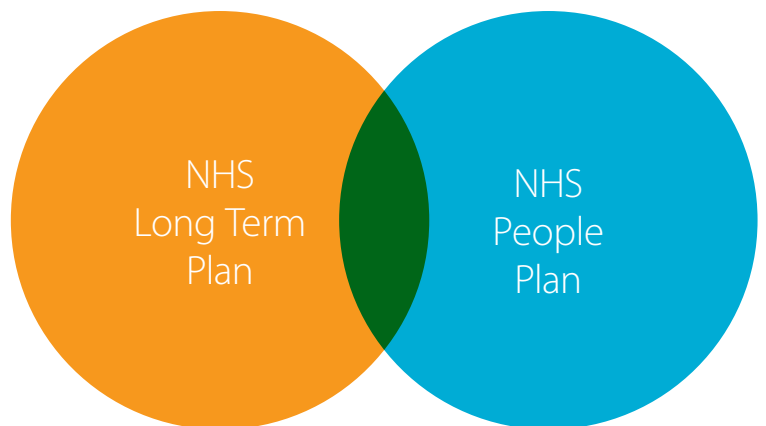


Dr Ruth Longfellow
Chief Medical Officer

Paul Kavanagh-Fields
Chief Nurse



It has also been developed to reflect the national and local policy drivers, particularly:



Who we are...

We have a number of Clinical teams delivering diverse services to our patients, **examples of roles include:**



The infographic displays various clinical roles arranged in a grid-like fashion, each accompanied by a simple line-art icon. The roles and their corresponding icons are:

- Radiologists**: Icon of a hand holding a rectangular object (X-ray).
- Dieticians**: Icon of a water bottle and an apple.
- Occupational Therapists**: Icon of a hand wearing a glove.
- Physicians**: Icon of a stethoscope.
- Operating Department Practitioners**: Icon of a scalpel.
- Pharmacists**: Icon of a pill and a bandage.
- Physiotherapists**: Icon of a hand holding a foot.
- Safeguarding Practitioners**: Icon of a hand holding a document.
- Adult Nurses**: Icon of a hand holding a heart.
- Surgeons**: Icon of a scalpel.
- Psychologists**: Icon of a hand holding a brain.
- Childrens Nurses**: Icon of a teddy bear.
- Radiographers**: Icon of a person with a skeletal structure.
- Orthotists**: Icon of two feet.
- Rheumatologists**: Icon of a hand holding a joint.
- Nursing Associates**: Icon of a person in a circle.
- Anaesthetists**: Icon of a person in a circle.
- Speech and Language Therapists**: Icon of a speech bubble.
- IPC Practitioners**: Icon of a virus/cell.
- Medical Associate Practitioners**: Icon of a person in a circle.
- Paediatric Neurologists**: Icon of a brain.

Co-Production

It was important that this strategy was co-produced via engagement with **clinicians from all disciplines** at RJAH. All professionals have been encouraged to engage across multiple platforms.

The engagement work was undertaken between April 2023 and October 2024:

- Multi-disciplinary strategy workshop with more than **140 members** of staff from across the organisation, resulting in **220 real-time live comments** received and 112 pages of worksheet outputs from the day.
- **12 service-led clinical strategy presentations** to our senior management team meetings.
- Engagement with clinicians across the system through the **MSK Clinical Advisory Group**.
- Set up a 'survey monkey' questionnaire that staff could contribute to with **49 responses**.
- Studied key **national policy documents**.
- Further **Engagement Events** to test and refine findings (TMG, Clinical leads meeting, MCDAM, SNAHP).



Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct
2023 2024

Commitments

This strategy has been developed with our clinical teams to develop and enhance our clinical services, from which we have set out **six clear commitments**.



1 Deliver excellence in experience and outcome for our patients.

4 Collaborate with our healthcare partners to streamline services and promote equity of access and experience.

2 Empower our departments to develop their services.

5 Explore and invest in new technologies and processes that promote patient care.

3 Foster continued improvement through research and innovation.

6 Develop and invest in our workforce through Train, Retain and Reform.



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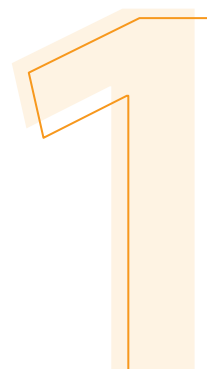
Commitment One: Deliver excellence in experience and outcome for our patients.

Our strategy has been developed with our patients' experience at the heart of what we aim to deliver.



We will achieve this through:

- We will work in partnership with our patients and actively involve them in decisions about their care.
- We will communicate with our patients in a manner that is accessible and appropriate to their own individual needs whilst listening to them about their priority of care and what matters most to them.
- We will involve our patients and services users and the public generally in decisions regarding the way we deliver services and any future developments.
- We will engage with our patients to promote self-management of their own health conditions and to improve their wellbeing.
- We will monitor our patients' outcomes and strive to continuously improve them.
- We will be responsive to feedback and will promote an open culture.





Commitment Two: Empower our departments to develop their services.

We are committed to empower staff to deliver against their ambitions, with each of our clinical services implementing their own clinically led strategic objectives.

Our clinical staff are passionate about the standards of care that we provide for our patients and are best placed to realise their ambition to improve services.

We will achieve this through:

- Commitment on establishing and delivering best practice standards.
- Introduction of perioperative medicine model including:
 - Critical care review
 - Complex pain management service
- Invest in our theatre and rehabilitation facilities.
- Strong partnership working to provide and gain specialist expertise.
- Establish new services based on specialist skills.
- Extend roll out of enhanced recovery.
- Review and improve existing processes to deliver efficiencies in our services.
- Utilise digital solutions to improve services.

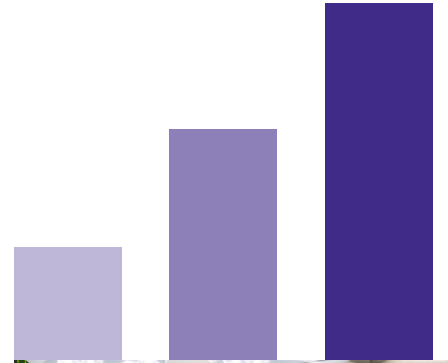




Commitment Three: Continuous Improvement through research.

We are committed to empower staff to deliver against their ambitions, with each of our clinical services implementing their own clinically led strategic objectives.

Our clinical staff are passionate about the standards of care that we provide for our patients and are best placed to realise their ambition to improve services.



We will achieve this through:

- Use research to support the Trust's quest to continuously improve patient treatment and care.
- Ensure that staff of all professions understand their role and opportunities to engage in research activities.
- Use research to support education & training, and capital strategies.
- Value existing strong academic partnerships and develop new partnerships.
- Work in partnership with The Orthopaedic Institute Ltd, National Institute for Health Research (NIHR), Research Councils, medical charities, other academic institutions, Academic Health Science Network (AHSN) and industry to expand our research portfolio.

Harness the imagination and enthusiasm of our staff to do better for patients by:

- Managing innovation as a core function with an Innovation Team.
- Engaging with suppliers of devices and medicines to explore opportunities to improve outcomes and patient experience.

Be willing to provide our clinical intellectual capital in exchange for:

- Early access to new technology and medicines.
- The ability to develop products to better serve our patients.
- Financial support redirected to support patient care.

Be engaged with NHS Peers and Academic Partners to:

- Explore safer and more efficient processes.
- We support our next generation to access routes into health care professions, to develop a sustained future workforce talent pipeline.



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Commitment Four: Collaborate with our healthcare partners.



We will achieve this through:

- Being accredited by GIRFT (Getting it Right First Time) as an Elective Surgical Hub which is a visible marker of the high standards and the excellent quality of care that we provide.
- Work collaboratively with Shropshire, Telford, and Wrekin partners to standardise pathways and equity of access for our population
- Work with partners including Powys Health Board to outreach our specialist expertise into other provider locations to provide specialist care closer to home.
- We share the ambition set out by GIRFT (Getting it Right First Time) for Improving Veterans MSK rehabilitation providing best practice care and expertise and access to rehabilitation
- Working with NOA and Specialist Hospitals to expand our reach and specialist expertise to other providers and sectors





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Commitment Five: Invest in new technologies and processes that promote patient care.

We will achieve this through:

- Encourage our teams to be inquisitive about new ways of doing things that promote patient care and experience, aligned to GIRFT principles.
- Explore new technologies that may improve patient outcomes, such as robotic surgery and 3d planning.
- Deliver new electronic systems which are integrated and improve services for patients and users, and that enable the collection of patient outcome data, such as the “My Recovery” app.
- Develop virtual platforms that are responsive to individual patient’s needs, and that promote quality and efficiency.





Commitment Six: Develop and invest in our workforce through Train, Retain and Reform.

1. To attract and retain talented people with a shared sense of pride and ambition.
2. Introduce new roles from Apprenticeships to Advanced Clinical Practice to complement our skill mix and support the changing needs of the population.
3. Develop a clear career framework which inspires and supports our staff at each point of their journey and reflects changing roles and opportunities.
4. Providing education and training opportunities – Ensuring equal access to educational funding and an equitable model for protected learning time.
5. We are the first choice for work for people in our communities
6. We support our next generation to access routes into health care professions, to develop a sustained future workforce talent pipeline.



We will achieve this through:

- Growing a medical, pharmacy, nursing, midwifery and AHP workforce that is resilient and sustainable using regular supervision, annual appraisal and career enhancing development opportunities.
- Partnering with universities, education providers and stakeholders to expand our clinical placement capacity, ensuring a holistic experience of learning for students and a quality environment for learning, practice development and clinically led research.
- Enabling a proactive and systemic approach to workforce expansion and transformation to promote effective recruitment and retention across all clinical disciplines.
- Consolidating the components of career maps projects, including implementation of new roles and the development of a suite of intergenerational career pathways and talent development opportunities.
- Working towards achieving a workforce that is truly representative of our community to help enhance service quality and ensure that the service reflects the needs of all staff



Implementation, Monitoring and Evaluation

The strategy's commitments will be achieved through the delivery of a **detailed overarching action plan**, identified clear milestones and lines of accountability.

P rogress against the actions will be monitored by the commitment leads.

To keep the strategy 'live', embedding the commitments and actions locally will be the responsibility of the senior clinical team.

Overall progress on delivery of the strategy will be monitored by the Chief Medical Officer and Chief Nurse and Patient Safety Officer.

Progress will be presented regularly through the Clinical Leads meeting and onwards to People & Culture Committee and Trust Board.



In Conclusion

Our strategy aims to set the outline of what is needed to be the best we can be and to **support our colleagues across the Trust** in this work.



T his is a springboard to further our work as a strong multiprofessional clinical workforce, empowering individuals and teams to respond and lead on the ambitions outlined for the future.

We have been ambitious in our vision for the future, recognising the challenges we may face, some of which are unknown. We are confident that we will rise to meet these with optimism, appreciation and kindness for each other.