

NHS

The Robert Jones and Agnes Hunt
Orthopaedic Hospital
NHS Foundation Trust


Annual Review

2024/25



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NHS



We were named one of only nine Trusts in England delivering results “*much better than expected*,” a testament to the hard work and dedication of our staff.

Contents

Introduction	3
Who we are	4
Overview of Financial Performance	5
Quality Strategy	6
Friends and Family Test	7
Key highlights	8
Our five-year strategy	12



Introduction

We are also proud of the progress we've made in delivering high-quality care, having been ranked second nationally for overall patient experience in the 2024 Care Quality Commission Adult Inpatient Survey. We also ranked second for kindness and compassion and for respect and dignity. Additionally, we were named one of only eight Trusts in England delivering results "much better than expected," a testament to the hard work and dedication of our staff.

This year has been a milestone year for RJA. Our efforts to reduce waiting times and improve access to care were given a major boost with the official opening of a new theatre, which will play a key role in our ability to meet government targets for elective recovery in the coming months. We are also proud of the progress we've made in delivering high-quality care, having been ranked third nationally for overall patient experience and second for overall care and treatment in the 2023 Care Quality Commission Adult Inpatient Survey. Additionally, we were named one of only nine Trusts in England delivering results "much better than expected," a testament to the hard work and dedication of our staff.

Among the other notable highlights, the launch of our new therapeutic Garden for Alice project has been a significant development. This garden, created to support the emotional and physical wellbeing of paediatric patients, was made possible through generous donations from the RJA Charity, including a £100,000 contribution from the League of Friends. The garden was formally inaugurated with an official turf-cutting ceremony, marking the start of a project that will provide much-needed solace to our younger patients.

Our dedication to excellence in cleanliness and food standards has once again been recognised. We are proud to have achieved the distinction of having the cleanest wards and rooms in the NHS for the fourth consecutive year, and our food was rated the best in the country for the 18th time in the past 19 years, according to the CQC survey. This continues to reinforce our commitment to providing an environment that promotes patient safety and comfort.

The Trust's unwavering support for Armed Forces personnel was also reinforced as we renewed our commitment to the Armed Forces Covenant. This reaffirmation underscores our dedication to veteran care and supporting Armed Forces staff transitioning into

NHS roles. We were also honoured to witness Lieutenant Colonel Carl Meyer, Clinical Director of the Veterans' Orthopaedic Service, being appointed an Officer of the Order of the British Empire (OBE) for his exceptional service to the British Army and the veteran community.

The year also saw the continued success of the myrecovery app, which now serves over 10,000 users, helping our patients stay informed and track their recovery progress. Feedback has been overwhelmingly positive, with 79% of users reporting feeling more informed and 84% recommending the app to others.

Our focus remains on reducing waiting times, improving patient care, and supporting our staff. We are confident that with continued dedication and the right support, we will meet our goals and provide the high-quality care that RJA is known for. We are deeply grateful to our staff for their unwavering commitment and to our patients for their trust in us.

Best wishes,



Harry Turner
Chairman

Stacey Keegan
Chief Executive

Who we are

The Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJAH) is one of the UK's five Specialist Orthopaedic Centres. It is a leading orthopaedic centre of excellence with a reputation for innovation.

The Trust provides both specialist and routine orthopaedic care to its local catchment area and nationally. It is a specialist centre for the treatment of spinal injuries and disorders and also provides specialist treatment for children with musculoskeletal disorders.

The hospital has nine inpatient wards including a private patient ward; 13 operating theatres, including a day case surgery unit; and full outpatient and diagnostic facilities.

In addition to the above, the Trust works with partner organisations to provide specialist treatment for bone tumours and community-based rheumatology services.

The Trust has contracts with a number of commissioners. The largest English commissioner in 2024/25 was NHS Shropshire, Telford and Wrekin Integrated Care Board. The Betsi Cadwaladr University Hospital Board is the largest Welsh Commissioner, followed by Powys Teaching Health Board.

Commissioning for our specialised services is undertaken by NHS England, which is represented locally by the Birmingham and Black Country Local Area Team.

The Trust provides both specialist and routine orthopaedic care to its local catchment area and nationally.



Overview of Financial Performance

The Trust experienced significant financial challenges during the year due to the cessation of insourcing capacity arrangements causing activity disruption (loss of income) while a new operating model is implemented.

Additionally, we experienced an increase in employment provision liabilities and a higher than planned inflationary environment elevating our operating costs above expected levels.

The pressures were mitigated through the efforts of a Financial Improvement Group which led on recovery of activity, flexing of the cost base and implementation of enhanced financial controls. This was underpinned by full delivery of a £5.6m (3.7%) efficiency programme on a recurrent basis.

As a result, the Trust ended the year delivering the planned surplus of £2.9m.

Shropshire, Telford, and Wrekin Integrated Care System continues to be in significant financial distress and is under formal recovery under segment 4 of the NHS Oversight Framework. As a partner in the system the Trust continues to be committed to improving the financial position collaborating with partners and leading key areas of development such as MSK Transformation.

The Trust has invested £11.2m in the capital programme in year, with notable projects including the continued implementation of a new Electronic Patient Record

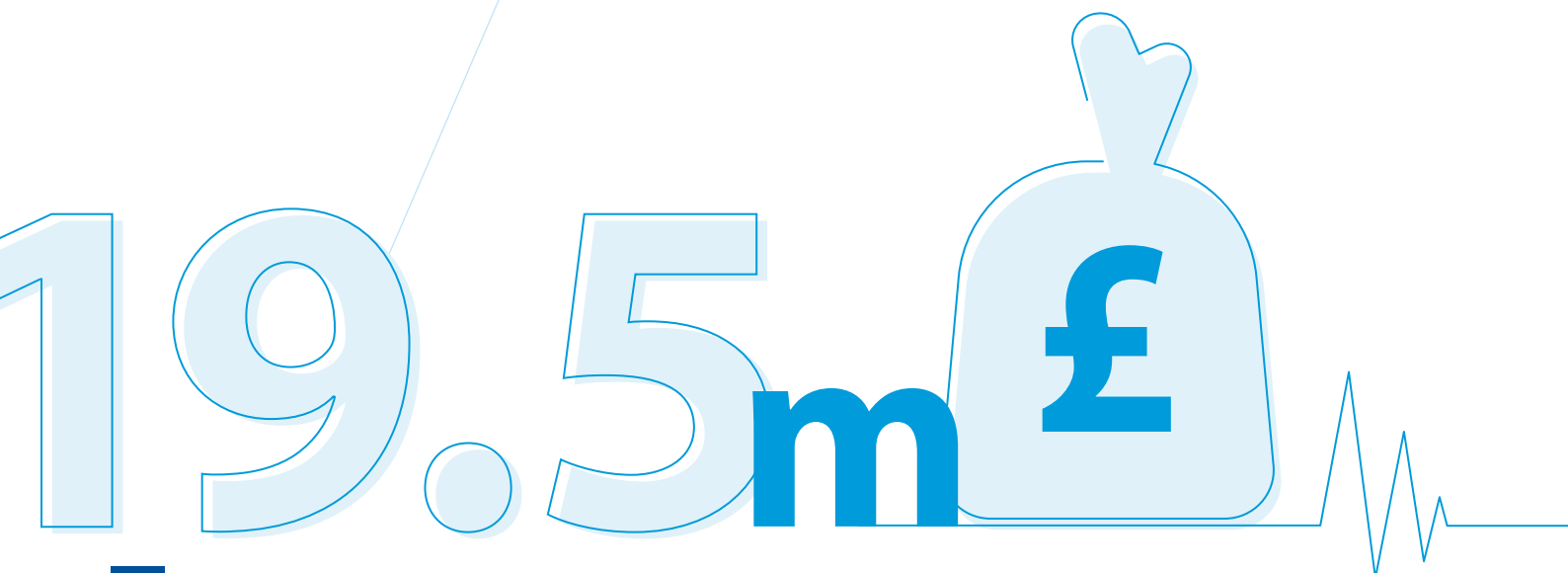
system, finalisation of the new theatre development and installation of solar panels above the staff car park to reduce energy costs and carbon emissions.

Cash balances remain healthy at £19.5m which supports the Trust's Day to day operating expenses and capital investment.

Key Priorities for 2025/26

Over the course of the 2025/26 financial year, our main priorities will be:

- Reduce waiting times to achieve English and Welsh national standards
- Maintain performance against the cancer waiting times standard
- Restore elective services to greater than pre-covid levels
- Optimise productivity and efficiency within our services



Quality Strategy

Our Quality Strategy is set to be delivered across 2024 to 2027 and is underpinned by the national NHS Patient Safety Strategy and its **three strategic aims**:



- 1 Insight:** Improve our understanding of the quality and safety by drawing insight from multiple sources of patient safety and outcome information.
- 2 Involvement:** People have the skills and opportunities to improve the quality of care provided throughout the services we offer.
- 3 Improvement:** Improvement programmes enable effective and sustainable change in the most important areas.

Our Quality Strategy sets out six objectives that embeds the Trust's appetite for continuous improvement and change to ensure that we maintain our excellent standards for quality.



Friends and Family Test

The NHS Friends and Family Test (FFT) asks patients one simple question: **“Overall, how was your experience of our service?”**

It was created to help Trusts understand whether patients are happy with the service provided, or to provide suggestions on any improvements needed. **It's a quick and simple way for patients to give their views after receiving NHS care or treatment.**

The results from the FFT provides insight into how we can improve or celebrate the positive patient feedback received with the staff delivering the services.

FFT data is collected in real time using the IQVIA patient feedback system and **patients are sent a text to invite them to complete a FFT survey** electronically (after discharge or clinic appointment).

For 2024/25, **25,035 patients completed a FFT survey** and **98.27% of patients (inpatients and outpatients) said they would rate their experience at RJAH as good or very good.** This compares to a national average score of 94%.

98.27%

Key Highlights from 2024/25

1.

NHS England recognise RJAH as Exemplar Trust for Cleaning



RJAH was recognised as an Exemplar Trust for Cleaning by NHS England, highlighting the hospital's outstanding cleanliness standards and commitment to continuous improvement. This accolade reflects the hard work of the multidisciplinary team and will see RJAH play a **key role in shaping future national best practices**.

2.

The myrecovery app for patients reaches 10,000 users

The myrecovery app, designed to support RJAH patients throughout their orthopaedic treatment journey, reached 10,000 users. The app delivers tailored information, tracks recovery progress, and supports hospital teams across departments—**helping 79% of users feel more informed** and 84% recommend it to others.



3.

Trust pledged support to the national Swan Model of Care



The Trust formally pledged its support to the national Swan Model of Care, **enhancing end-of-life support for patients and families with personalised and compassionate care**. Led by Pip Page-Davies, Oncology Nurse Specialist, the scheme includes Swan boxes on each ward and has been supported by the League of Friends and Medical Illustration Team.

Key Highlights from 2024/25 (cont'd)

4.

Lieutenant Colonel Carl Meyer was appointed an OBE



Lieutenant Colonel Carl Meyer, Clinical Director and founder of RJAH's Veterans' Orthopaedic Service, was appointed an Officer of the Order of the British Empire (OBE). The honour recognises his **outstanding service to the British Army and the veteran community**.

5.

Horatio's Garden Midlands celebrated its fifth anniversary

Horatio's Garden Midlands – based at our Midland Centre for Spinal Injuries – celebrated its fifth anniversary. Since opening, the beautiful, vibrant sanctuary has supported around 380 patients per year, and new research reported that **100% of patients feel their wellbeing has improved and 91% feel that the garden supports their mental health.**



Key Highlights from 2024/25 (cont'd)

6.

Trust opens new theatre to aid elective recovery



The Trust officially opened a new theatre, marking a significant milestone in efforts to reduce waiting times and improve access to care. **This facility will be instrumental in meeting government targets for elective recovery** in the coming months.

7.

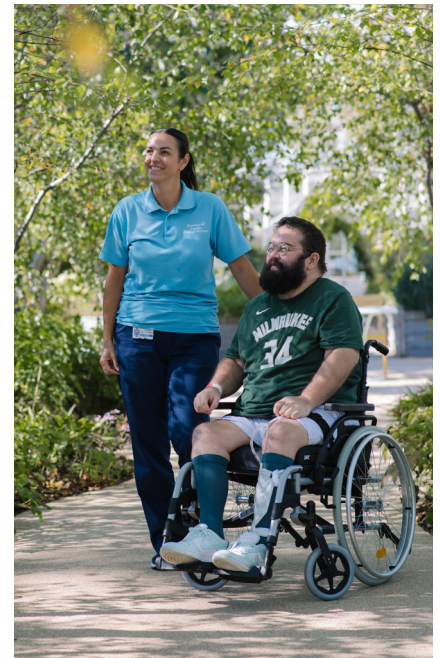
Garden for Alice for paediatric patients

RJAH marked the start of its Garden for Alice project – **a new therapeutic garden for paediatric patients** – with an official turf-cutting ceremony. The garden, designed to support young patients' emotional and physical wellbeing, has been made possible through a dedicated appeal by the RJAH Charity, which included a £100,000 donation from the League of Friends and support from local businesses and grant funders. It was subsequently opened early in 2025/26.



8.

RJAH "much better than expected" results



In the 2024 Care Quality Commission Adult Inpatient Survey, RJAH was named **one of only eight Trusts in England delivering results "much better than expected"** with the hospital ranking second nationally for overall patient experience and for respect and dignity.

Key Highlights from 2024/25 (cont'd)

9.

The cleanest wards and rooms in the NHS



The same report highlighted results showing that **RJAH had the cleanest wards and rooms in the NHS** for the fifth year in a row.

10.

Re-signing of the Armed Forces Covenant

RJAH renewed its commitment to supporting Armed Forces personnel by **re-signing the Armed Forces Covenant**, reinforcing its dedication to veteran care and employment. The event, held in the Headley Court Veterans' Orthopaedic Centre, highlighted new pledges to be an exemplar in veteran care and support Armed Forces staff transitioning into NHS roles.



11.

Enhanced Recovery celebrates milestone



Our Enhanced Recovery Programme continued to go from strength to strength, with it **celebrating the milestone of the 3,000th patient to go through the pathway** – just 18 months after its launch – during 2024/25. Enhanced recovery is an evidence-based approach that ensures patients are as healthy as possible prior to surgery as well as improving pain management during their hospital stay as post-operative mobilisation as soon as possible. Patients under the enhanced recovery programme are discharged from hospital when safe – which could be and often is on the same day as surgery.

Our five-year strategy

During 2024/25, we entered the second year of our five-year strategy, which is all about delivering an innovative future for our patients, our colleagues and our communities.

The strategy was launched in December 2023, setting out how we will look to begin the journey of delivering that innovative future over the next five years.

We have created a Strategy section on our Trust website, where interested parties can download a copy of the strategy document and also read all about our Strategic Objectives.

Aligned to the strategy are a set of strategic objectives, which marry up completely with our longer-term strategy. The latest set of strategic objectives can now be viewed online via the link above and cover the 2025/26 period.

The difference between the overarching strategy and the strategic objectives is the measures of success that we have identified, and which set out the scale of ambition we have for the five years period. A summary of those measures for the lifetime of this strategy is set out below.



The work to develop both our strategy and our strategic objectives has been done within the context of the NHS landscape as it presents itself today. We operate within the Shropshire, Telford and Wrekin Integrated Care System and want to be a full and active partner within that system. We have also grown flourishing partnerships outside of that system, for example with our peers in the National Orthopaedic Alliance and in the Federation of Specialist Hospitals. Collaborative working is at the heart of our strategy as we look to the future, and is reflected strongly in our approach.

Our strategy presents us with an exciting opportunity over the next five years to build on what we already have here at RJA, and ensure we continue to grow and continue to thrive long into the future.



*Design and
Photography*



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