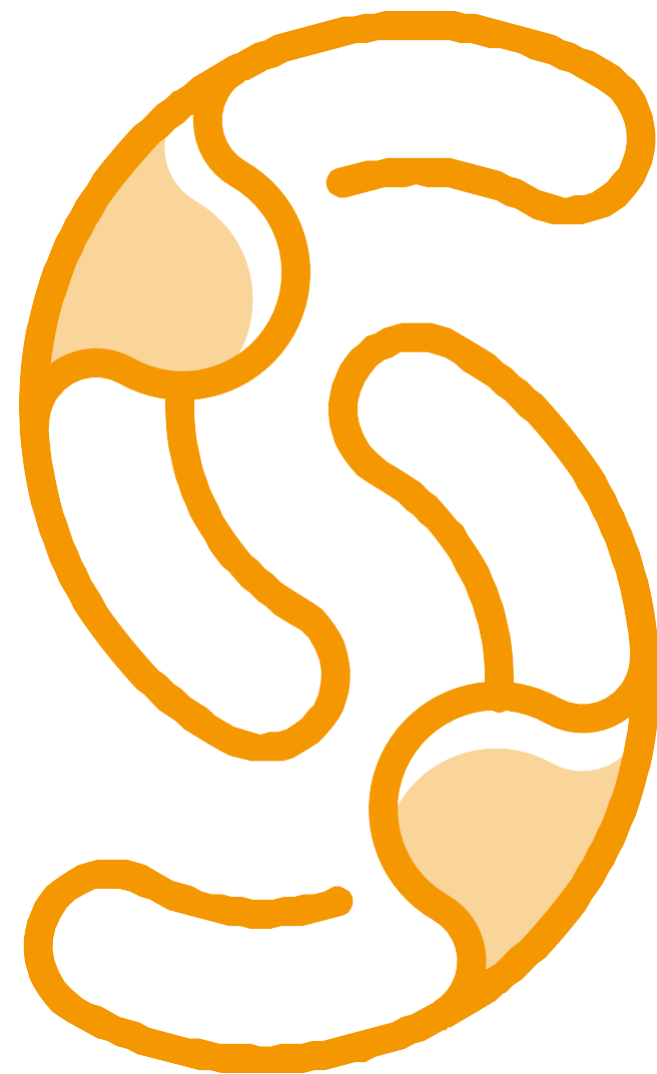
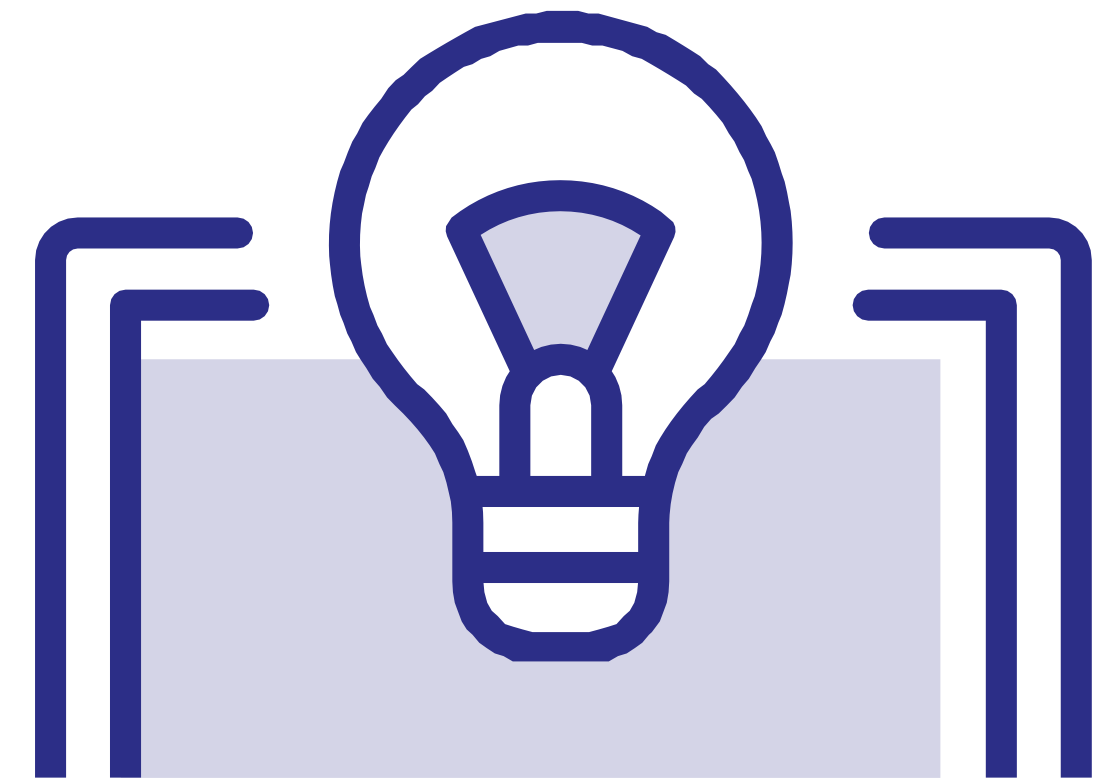




Trust Strategy

2023 – 2028



About us

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.

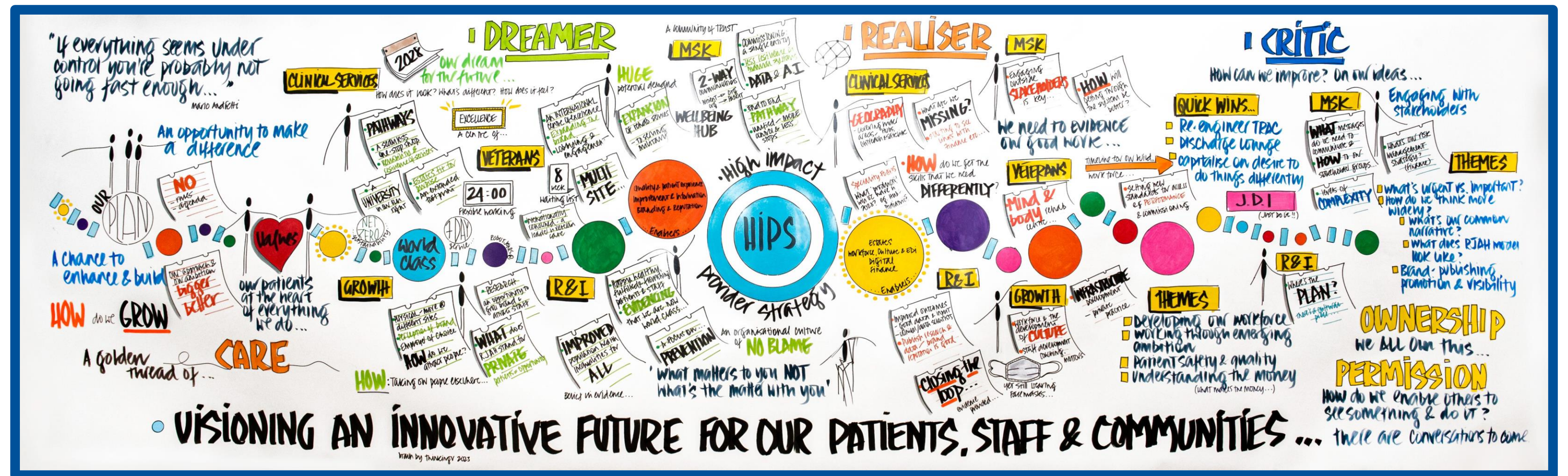
The Trust provides both specialist and routine orthopaedic care to its local catchment area and nationally. It is a specialist centre for the treatment of spinal injuries and disorders and also provides specialist treatment for children with musculoskeletal disorders. The hospital has nine inpatient wards including a private patient ward; 12 operating theatres, including a day case surgery unit; and full outpatient and diagnostic facilities.

The Trust works with partner organisations to provide specialist treatment for bone tumours and community-based rheumatology & orthotic services.

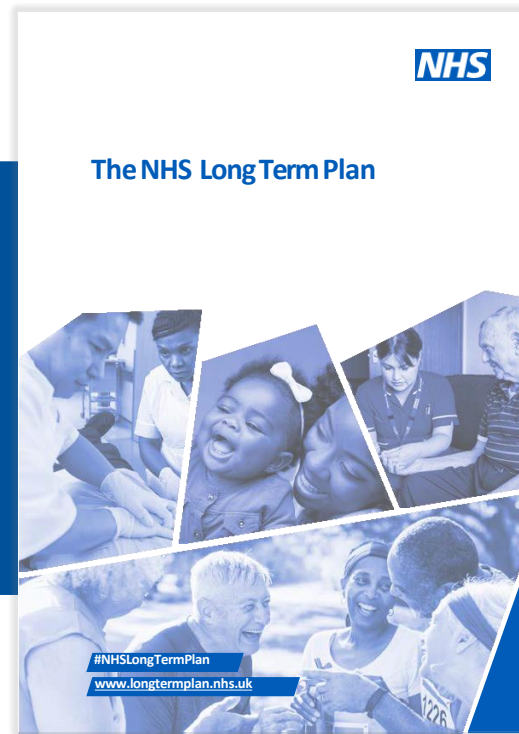
The Trust is based on a single site in Oswestry, close to the border with Wales. The surrounding geographical area includes Shropshire, Wales, Cheshire, and the Midlands. As such, we serve the people of both England and Wales, as well as a wider national catchment. We also host some local services which support the communities in and around Oswestry. We value our links with the local community, who are strong supporters of the hospital. The Trust has contracts with a number of commissioners.

Our staff pride themselves on the standards we achieve, and, in the feedback, we receive from our patients on the quality of the care and services that we provide.

Our staff want an innovative future for our patients, staff and communities



National Context



NHS Long Term Plan

The NHS Long Term Plan set out the 10 year strategy for the National Health Service (NHS).

- the NHS will move to a new service model in which patients get more options, better support, and properly joined-up care at the right time in the optimal care setting.
- the actions the NHS will take to strengthen its contribution to prevention and health inequalities
- the NHS's priorities for care quality and outcomes improvement
- how current workforce pressures will be tackled, and staff supported
- a wide-ranging programme to upgrade technology and digitally enabled care across the NHS

NHS Five Year Forward View

The NHS Five Year Forward View outlines the vision for the future of the National Health Service (NHS) in England in delivering the:

- 1. Vision:** a better NHS, emphasizing the need for improved prevention and care for patients. It aims to place the NHS on a more sustainable footing.
- 2. New Models of Care:** Advocating for new models of care, emphasizing better integration across various services. This includes GP, community health, mental health, and hospital services, as well as collaboration with home care and care homes.
- 3. Patient Engagement:** The report calls for a more engaged relationship with patients, carers, and citizens to promote well-being and prevent ill health.
- 4. Quality, Funding, Integration, and Innovation:** Focussing on quality improvement, funding, integration of services, and fostering innovation within the NHS.

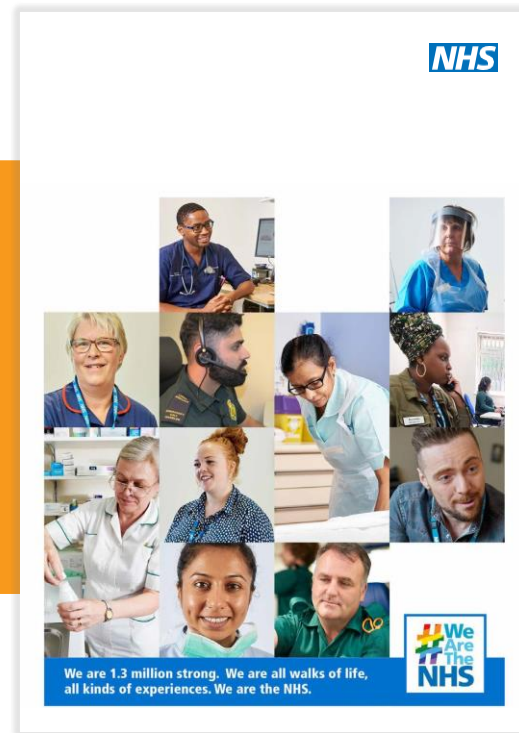
Armed Forces Act & Veterans Covenant Hospital Alliance

The Chavasse Report (2014) provided recommendations to the NHS to ensure the on-going care of musculoskeletal problems for all service personnel by the NHS.

In 2021 the Armed Forces Act gained Royal Assent to enshrine the Armed Forces Covenant in law for the first time to help prevent service personnel and veterans being disadvantaged when accessing essential services like healthcare, education and housing.

The VHCA accreditation process is the framework to support Trusts compliance with the Armed Forced Covenant and the updated Armed Forced Act. Veterans Covenant Hospital Alliance (VC HA) is a group of over 70 NHS acute hospitals and Health Boards which have volunteered to develop, share and drive the implementation of best practice that will improve UK Armed Forces veterans care.

National Context



The People Plan

The People Plan 2020/21: action for us all, published at the end of July 2020 along with Our People Promise, built on the Interim People Plan to set out a range of actions to deliver this.

These are organised around four pillars:

- looking after our people – with quality health and wellbeing support for everyone
- belonging in the NHS – with a particular focus on tackling the discrimination that some staff face
- new ways of working and delivering care – making effective use of the full range of our people's skills and experience
- growing for the future – how we recruit and keep our people, and welcome back colleagues who want to return.

NHS Digital Strategy

The strategy for technology in health and care is to digitise services, connect them to support integration and, through these foundations, enable service transformation.

The **Plan for Digital Health and Social Care** sets out a vision for a digitally enabled health and social care system and how we can achieve it, it collates existing digital strategies, plans and guidance into one single action plan. It is aimed at health and social care leaders across the system, and industry partners to help them plan for the future.

The **What Good Looks Like guidance** sets out a common vision for good digital practice to empower frontline leaders to accelerate digital transformation in their organisations

NHS IMPACT

NHS (Improving Patient Care Together) is the new, single, shared NHS improvement approach to support organisations, systems and providers to shape their strategy underpinning this with continuous improvement, and to share best practice and learn from one another.

NHS IMPACT's five components set out are designed to underpin a systematic approach to continuous improvement:

1. Building a shared purpose and vision
2. Investing in people and culture
3. Developing leadership behaviours
4. Building improvement capability and capacity
5. Embedding improvement into management systems and processes

Aligning our Strategic Objectives to national strategies and priorities



	NHS Long term plan	Five year forward view	Veterans Covenant Hospital Alliance	The People Plan	NHS Digital Strategy	NHS IMPACT
1. Deliver high quality clinical services	✓	✓	✓	✓	✓	✓
2. Develop our Veterans Service as a nationally recognised centre of excellence	✓	✓	✓			
3. Integrate the MSK pathways across Shropshire, Telford and Wrekin	✓	✓		✓	✓	✓
4. Grow our services and workforce sustainably	✓	✓	✓	✓		
5. Innovation, education & research at the heart of what we do	✓	✓		✓	✓	✓

Shropshire, Telford and Wrekin Strategic Objectives

We want everyone in Shropshire, Telford and Wrekin to have great start in life and to live healthy, happy and fulfilled lives.

We will work together with our communities and partners to improve health and wellbeing by tackling health inequalities, encouraging self-care, transforming services and putting people at the heart of what we do.

Our ambition is to provide our communities across Shropshire, Telford and Wrekin with safe, high-quality services and the best possible experience from a health and care system that is joined up and accessible to all.

By transforming how and where we work, improving access to services and using our resources in the very best way for our communities, we will meet the needs of our population now and in the future.

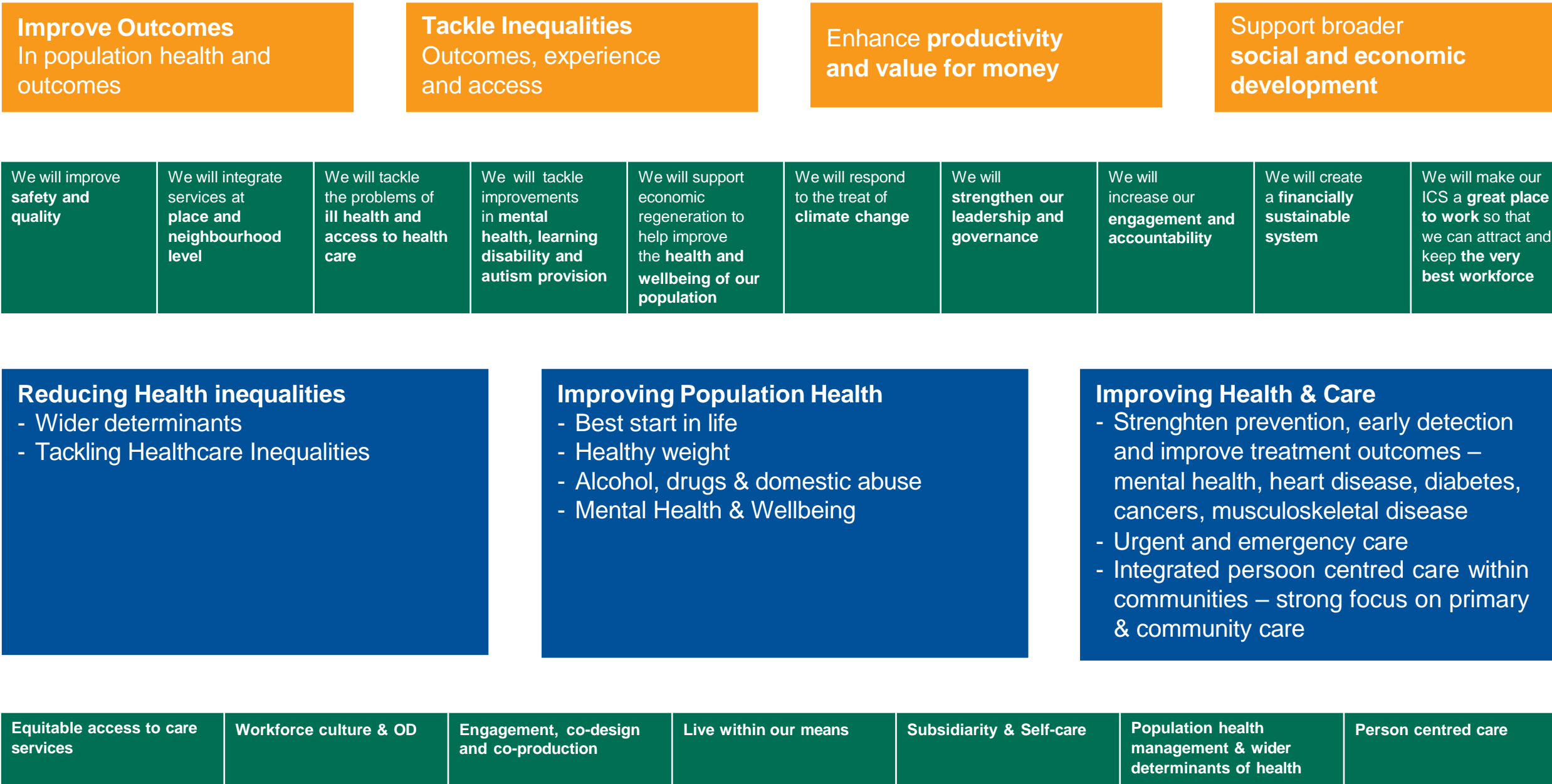
We will focus on our places and our communities to create truly integrated care including working across our boundaries and borders.



Our ICS Vision, Pledges and Strategic Priorities are summarised in the diagram below:

Shropshire, Telford and Wrekin Integrated Care Strategy Plan On A Page

We want everyone in Shropshire, Telford and Wrekin to live happy, healthy and fulfilled lives



Aligning our Strategic Objectives to the ICS Strategy



	Improve outcomes in population health and healthcare	Tackle inequalities in outcomes, experience and access	Enhance productivity and value for money	Support broader social and economic development
1. Deliver high quality clinical services	✓	✓	✓	
2. Develop our Veterans Service as a nationally recognised centre of excellence	✓	✓		✓
3. Integrate the MSK pathways across Shropshire, Telford and Wrekin	✓	✓	✓	✓
4. Grow our services and workforce sustainably	✓	✓	✓	✓
5. Innovation, education & research at the heart of what we do	✓	✓	✓	

Our Trust Strategic Objectives



1

Deliver high quality clinical services

2

Develop our Veterans Service as a nationally recognised centre of excellence



3

Integrate the MSK pathways across Shropshire, Telford and Wrekin

4

Grow our services and workforce sustainably



5

Innovation, education & research at the heart of what we do

1 Deliver high quality clinical services



We will:

- Be recognised for delivering outstanding standards of care for our patients
- Address health inequalities for our English and Welsh population and ensure a fair, equal and inclusive culture across the Trust
- Develop our services through partnership and shared decision making with our clinicians, patients and partners
- Empower departments to innovate and continuously improve our services for our patients
- Recruit, retain and transform our workforce to provide an exemplar experience for our staff and patients





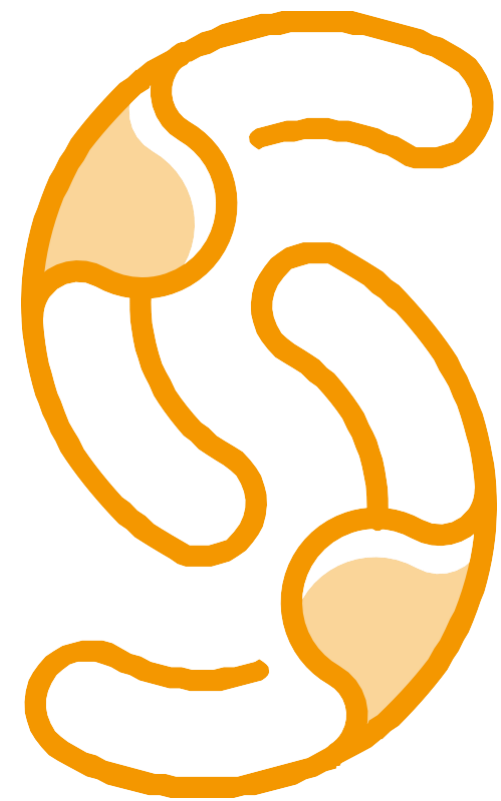
2 Develop our Veterans Service as a nationally recognised centre of excellence



We will:

- Honour our commitment to the Armed Forces Covenant and maintain our gold Veterans Awareness accreditation
- Increase the number of patients accessing the holistic care provided at the Headley Court Orthopaedic Centre
- Further develop our services to create a regional rehabilitation pathway providing best practice care
- Strengthen partnerships with armed forces and veterans friendly organisations





3 Integrate the MSK pathways across Shropshire, Telford and Wrekin

We will:

- Develop a single seamless MSK service working collaboratively with our partners and our patients
- Deliver and develop an MSK service that ensures equity of access, improves outcomes and improves population health by meeting the needs of our population
- Attain recognition of our surgical excellence through Elective Hub Accreditation

4

Grow our services and workforce sustainably



We will:

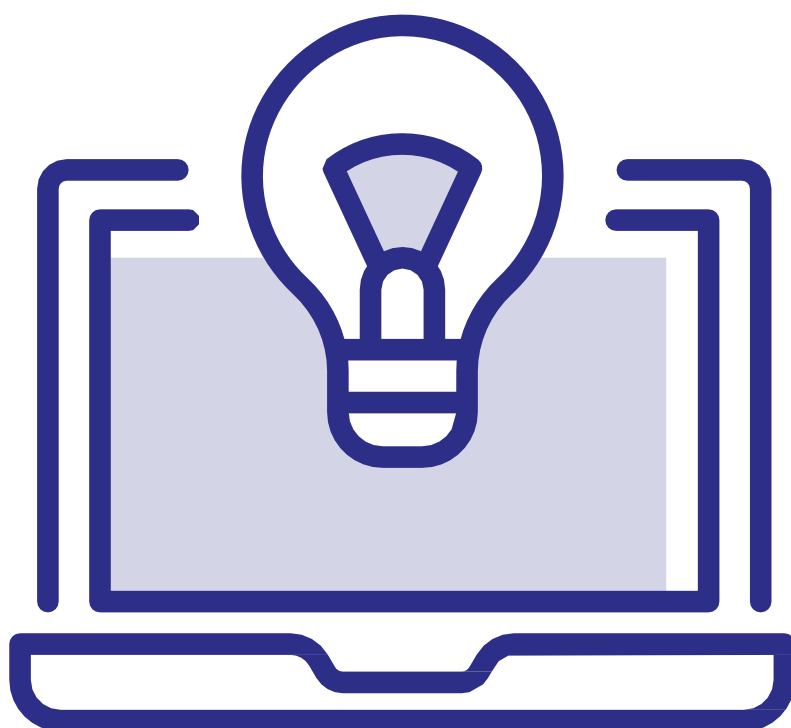
- Provide specialist orthopaedic outreach services and expertise to other organisations across England and Wales
- Develop our commercial and business expertise to enable services to thrive
- Build partnerships with other specialist providers
- Expand our private practice services and facilities to deliver market share growth in this sector



5 Innovation, education & research at the heart of what we do

We will:

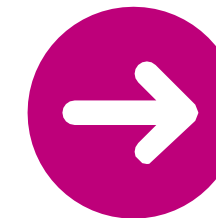
- Enhance capability and opportunities for education and research across all professions to hospital university level standards
- Create the culture to promote continuous improvement to enhance productivity, value for money and quality of services
- Optimise the potential of technologies to transform care and improve outcomes in population health and healthcare



Our measures of success



1 Deliver high quality clinical services



Recognised as outstanding for quality of care

2

Develop our Veterans Service as a nationally recognised centre of excellence



Centre of Excellence for Veterans rehabilitation



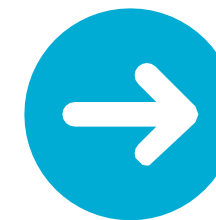
3 Integrate the MSK pathways across Shropshire, Telford and Wrekin



Single seamless local MSK service

4

Grow our services and workforce sustainably



Outreach of our specialist expertise



5 Innovation, education & research at the heart of what we do



Hospital University level education, research and innovation

Enabling Strategies

Enabling strategies to support the delivery of trust strategy are essential to ensure we achieve our outcomes. Our key enabling strategies include:

- Quality Strategy
- Clinical Strategy
- Inclusion Strategy
- Research Strategy
- Patient Experience Strategy
- Nursing and AHP Strategy
- Innovation Strategy
- Workforce Strategy
- Digital Strategy
- Estates Strategy
- Financial Strategy
- Quality Improvement Framework
- Private Practice Strategy
- Commercial Strategy

Our existing enabling strategies and frameworks are at various stages of development and review to ensure alignment to our Trust Strategy.

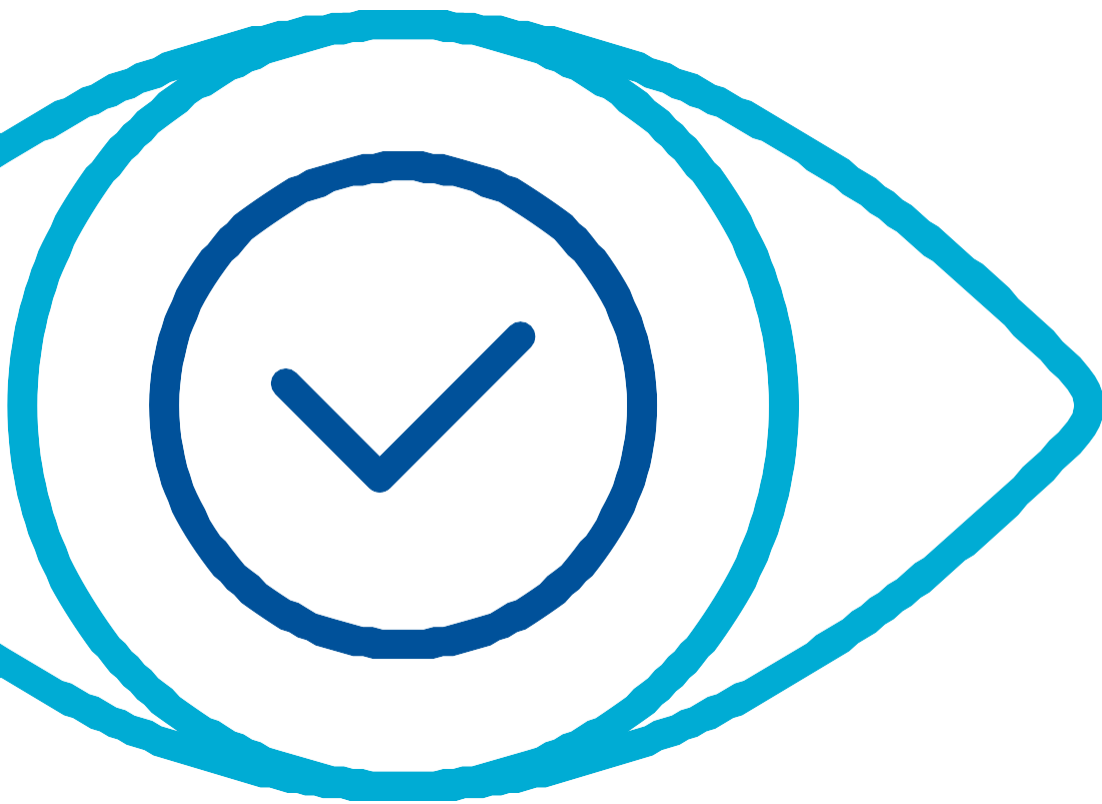
Co-design of our strategy

Continuous communication and engagement is the cornerstone of ensuring our strategic aims are achieved. This started at the development stage of our strategy and will continue throughout its implementation stage to ensure our direction of travel becomes business as usual.

Co-design

Engagement and involvement in the strategic planning process has included:

- The work starting in earnest in April 2023 with a huge engagement event involving more than 140 members of staff from across the organisation
- Clinicians across the Trust have been working up their own departmental strategies and presenting to their units and Trust Management Group meetings with executives, clinical leads and senior manager teams across the Trust
- Strategic priority development sessions for a single seamless MSK service for our patients and Veterans rehabilitation
- Enabling strategy leads have held their own engagement sessions to co-design their vision for the future
- Engagement sessions for patients and the wider community



Communication and Engagement

Cascading our Strategy

Our communications strategy will involve various approaches to cascade our strategy:

- 1 Strategy Launch
- 2 Existing meeting communication channels – Trust Management Group, Unit Board Meetings, departmental meetings and departmental buddy visits
- 3 Wider system partners – Shropshire, Telford and Wrekin system planning meetings and ICS Strategy Committee and Powys Health Board Workshop scheduled for December
- 4 Patients – Trust Patient Panel engagement sessions

We have designed our strategy in preparation for it to be interactive to enable our patients and staff to access our strategic plans at a level that is suitable for their level of interest.

Each of our key strategic themes has been given its own recognisable brand for the purpose of ensuring that developments associated with these workstreams are identifiable back to our strategic priorities as we progress our journey to implementation.

Communication and Engagement

Combining strategy with business as usual

Our Corporate Objectives provide the platform for translating our strategy to deliverables for our staff each year. Our Corporate Objectives for 2023-2025 are aligned to the strategy and have been agreed by our board and cascaded through our units to departments.

Celebrating Success

Our interactive platform will enable us to celebrate our success through regular updates being uploaded to our internet, through the Trust's social media platforms and celebrated through our regular communications to staff, local partners and sharing our best practice nationally.