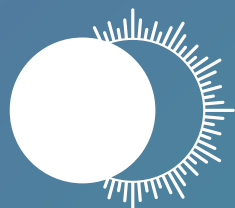




# The path to excellence

## 2022 – 2027

Our strategy



Royal Hospital for  
Neuro-disability



Resident Antonia enjoys exploring the gardens with her nurse, Nettie

## The Path to Excellence

The strategies published in 2016 and 2018 were both centred on the theme of “Fix it, then Grow it”. Having made considerable progress during the years that have followed, the theme of the new strategy focusses on achieving excellence. We have captured a new vision for the future. The wording of our mission has been simplified since 2018, and the values, which were created following engagement meetings with all staff in 2015/2016, remain unchanged.

## Our Vision

We will be the national centre of excellence for neuro-disability.

## Our Mission

Providing outstanding care and empowering individuals with neuro-disability, enabling them to live their lives to their fullest potential in accordance with their wishes.

## Our Values

- Seeing the whole person
- Willingness to learn
- Delivery on promises
- Honesty and integrity

# Introduction

The RHN will place patient care at the heart of all we do and be the ‘go to’ place for neuro-disability expertise, making it a place of choice for our patients, prospective staff and referring commissioners.

This strategy focusses on the five years 2022-2027. This has been a collaborative process with trustee workshops, discussions with the executive and work carried out by staff at all levels in 2021/22. The trustees adopted the strategy at the board meeting held in October 2022.

This strategy embraces the whole of the RHN, with the golden threads of our patients and our people running through the strategy. Underpinning it will be departmental strategies, with detailed action plans.

We refer to patients and residents throughout this document as patients.

Our 2018-2022 strategy aimed to “Fix it, then Grow it”. Over the last five years, this has been achieved by investing in infrastructure, consolidating our financial position and growing our services in line with our charitable aims.

## Significant successes 2018-2022

### Achievements

- a “Good” rating with the Care Quality Commission across all five assessed domains
- being recognised by NHS England as a centre of excellence in safeguarding
- successful overseas nurse recruitment
- significantly improving the management of our pension schemes
- achieving a strong financial performance despite COVID-19 and other challenges
- successfully overcoming challenges of COVID-19 and recognised nationally for our work
- revising our Royal Charter approved by The Privy Council in July 2022

### Best practice

- Intravenous Therapy (IV) implemented in the hospital service
- becoming a leader in the dental care of patients with brain injury
- ensuring that all staff are familiar with how to raise a concern
- putting patients best interests at the forefront of CANH decisions
- enhancing patient choice by changing mealtimes and introducing higher quality freshly cooked meals.
- successful overseas nurse recruitment and introduction of nursing associate roles

### Capital projects

- expanding Leonora ward to increase ventilated bed capacity
- reopening Haberdashers House to provide a new young adults’ service
- refurbishments completed on Andrew Reed, Drapers ward and Therapy Hub

### Education and training

- increasing clinical expertise through the recruitment of clinical nurse specialists
- establishing a scheme of rolling PhD fellowships
- developing the Putney Nurse and Putney HCA programme accredited by the RCN

### Fundraising

- over the last five years we have raised £15M
- contributed £4M of our total capital spend of £9M

### Technology

- rolling out Electronic Patient Records
- e-observations for patients
- embracing technology to work more flexibly

# The path to excellence

our priorities for the next five years are to

## Patient Experience

- Put patient and family experience first
- Develop our services
- Provide consistently excellent standards of care
- Complete ward refurbishment programme

## People

- Make the RHN an outstanding place to work
- Understand more about neuro-disability and share our knowledge and expertise more widely
- Provide leadership in the development of national policy and standards

## Market

- Build brand awareness through marketing
- Selective development of services in line with demands and expertise

## Finance

- Achieve a cash surplus of 10% of turnover in order to reinvest
- Increase our charitable funds
- Demonstrate value for money for our stakeholders

## CQC

- Achieve CQC outstanding rating

Staff regularly take part in fundraising events for the hospital



# Putting patient experience at the heart of all we do

Patients at the RHN are at the centre of everything we do. They are the reason why we are here. What we do will be for them and, wherever it touches their lives, it will be done with them. Patient experience is therefore at the centre of this strategy.

We will take every opportunity to hear from our patients, their families and advocates, encouraging their active participation in shaping the way the RHN provides care and services.

## By doing this, we will ensure

- The safety of our patients is paramount
- The quality of the care we provide is first class
- They receive treatment which promotes the best possible outcomes for them
- Their environment and everyday life will be tailored to their wishes

Our key priorities will be to **listen** to what they tell us about their experience of our services, **communicate** information and opportunity so that they are better able to shape the decisions, **support** them in decisions about their care, **act** on feedback from them.

## Our top three transformational actions for patient experience will be to

- widen engagement to ensure we hear from the broadest spectrum possible;
- demonstrate that we are listening more through our actions;
- be outward looking, recognise that solutions are not just within the RHN and link with external patient experience stakeholders.



Resident Nick is able to play guitar in music therapy sessions thanks to our wheelchair department's specially adapted equipment

# Our people

Without our staff, we could not deliver our mission or achieve our vision. We will make the RHN an outstanding place to work.

We also value our network of volunteers and want to celebrate and build on the vital role they play in supporting the wider RHN community.

## We will:

- use values based recruitment processes and assessment centres
- listen to our staff and respond to societal changes to recruit and retain staff who share the same values as the RHN
- work with staff to unlock their potential, enhancing our culture and capability
- empower our people to improve the delivery of our services
- improve the diversity of the Board
- review pay, reward systems, flexible ways of working and other benefits regularly to ensure that the RHN remains competitive in recruitment and retention
- establish development programmes for staff at all levels that provide upskilling, shadowing, coaching, and provide leadership and management training.
- extend our successful apprenticeship programme
- continue to promote equality, diversity and inclusion and enable staff from BAME backgrounds and other networks to be appointed into senior positions
- look to improve the work-life balance for staff including flexible working and reinvigorating initiatives such as staff social activities including
  - Festival week
  - Founder's Day
- encourage a culture where work breaks and rest days are seen as a contributor to both staff and patient safety and wellbeing



The RHN has a nationally recognised **research department** and we will provide opportunities for people to undertake research in areas that will benefit the RHN whilst at the same time, enhancing their own knowledge and professional standing.



Every year we celebrate international nurses' day.

# Our clinical strategy

We will consistently provide an excellent standard of care for our patients.

We will achieve a CQC rating of 'Outstanding' and our clinical leaders will lead on the development of clinical services. These will be person-centred and based on the most up to date research that enhances the patient's quality of life. Through our research programme, we will understand more about neuro-disability and discover new interventions, support and care and through our education programme, we will share our knowledge and expertise for the benefit of the wider population of people with neuro-disabilities.

To achieve these priorities, our focus will be

<b>Expert</b>	<ul style="list-style-type: none"> <li>Ensure that we have the best mix of clinicians with excellent competencies and access to expert training and wellbeing support;</li> </ul>
<b>Evidence based</b>	<ul style="list-style-type: none"> <li>Provide services which consistently deliver up to date evidence-based practice;</li> </ul>
<b>Efficient value based services</b>	<ul style="list-style-type: none"> <li>Create a culture and practice of value-based healthcare providing optimal care pathways;</li> </ul>
<b>Stakeholder engagement</b>	<ul style="list-style-type: none"> <li>Develop systems of feedback from and engagement with our stakeholders, including our patients and those close to them, linked with a culture of continuous improvement;</li> </ul>
<b>Research and innovation</b>	<ul style="list-style-type: none"> <li>Deliver a focused programme of research and innovation and share our knowledge and expertise;</li> </ul>
<b>National leadership</b>	<ul style="list-style-type: none"> <li>Provide leadership in the development of national policy and standards in neuro-disability.</li> </ul>

An American Nurses Credentialing Centre (ANCC) Pathway to Excellence accreditation ® in nursing will help us develop a blueprint to foster and sustain a positive practice environment.

## Research and innovation

As part of our commitment to research and innovation, we will

- create a culture of curiosity, valuing the role of research and innovation
- create sustainable multidisciplinary capability and support post-graduate and post-doctoral opportunities
- increase our collaboration with other expert units
- increase our output through publications, posters and presentations
- engage our colleagues and share our findings to ensure our practice is up to date.
- engage others and share our findings to benefit the wider community.

In 2022, speech and language therapists delivered a free webinar to an audience of over 500 clinical professionals



**Effective postural management for complex patients in Prolonged Disorders of Consciousness (PDOC) - 24 hour approach**  
 Anwar Hozien, Ellie Fidler, Judith Bellamy, Louise Adams and Nicole Sweet  
 Royal Hospital for Neuro-disability (RHND)

**Background**  
 The RHND has well established clinical measures which allow for thorough specialist postural assessment, intervention and management for individuals with complex physical needs. Individuals in PDOC present with unique challenges to their long term postural management as a result of prolonged immobility and a lack of communication. The importance of early intervention and long term and ongoing interventions are being explored by developing practitioners who are working in a multidisciplinary approach, collaborative working and a range of resources allow for the successful implementation of 24 hour postural management programmes, as outlined in the case below.

**Postural Management Interventions**  
 The following RHND services were used for both of the below case studies to assess, support and improve on 24 hour postural management approaches:  
 • Postural management clinic  
 • Wheelchair engineering department  
 • Rehabilitation trained nursing and care staff  
 • Lifting and moving  
 • Customised seating and standing systems  
 • Specialist pressure relief  
 • Specialist advice for weight management  
 • Therapist led monitoring and management programmes

**The Complexity of PDOC**  
 • Limited to 24 hours in 2 positions sitting and lying  
 • Unable to communicate, cannot express discomfort or care needs  
 • Prone to negative physical changes as a result of immobility

**The Importance of 'Getting it Right'**  
 • Optimal sitting and standing  
 • Optimal individual for formal PDOC assessment  
 • Control of accessibility and of consent to reduce further impairment and burden of care  
 • Long term management of patients not achievable without a concurrent review of posture in sitting and standing regularly.

**Case A: Custom Seating**  
**History**  
 Received brain injury in August 2020. Arrived at the RHND from acute hospital with rapidly changing posture and development of contractures.  
**Postural assessment**  
 Contracture of right knee flexion, extension, restriction of left knee flexion in flexion, (right) hip and rotation, rotation of spine and restriction of both elbows.  
**Impact on daily life and care provision**  
 • Difficult to position comfortably in bed  
 • Unable to maintain posture in wheelchair  
 • Frequent episodes of posture causing in wheelchair and bed  
 • Limited postural change frequency, as a result of contractures  
 • Poor sleep  
**Postural management**  
 • Customised seating  
 • Regular repositioning and stretching  
 • Multiple methods of bedrock care  
 • Lifting and moving  
 • Clothing of upper and lower limbs  
**Postural management**  
 • Regular repositioning and stretching  
 • Multiple methods of bedrock care  
 • Lifting and moving  
 • Clothing of upper and lower limbs

**Case B: Sleep System**  
**History**  
 Received brain injury in August 2020. Spent one year in a nursing home with minimal postural management support.  
**Postural assessment**  
 Contracture left shoulder, pelvic, and hamstring to right, upper limb flexion contractures, pelvic contracture and rotation, lower limb flexion, abduction and rotation contractures of both  
**Impact on daily life and care provision**  
 • Difficult to position comfortably in bed  
 • Frequent episodes of posture causing in wheelchair and bed  
 • Limited postural change frequency, as a result of contractures  
 • Poor sleep  
**Postural management**  
 • Customised seating  
 • Regular repositioning and stretching  
 • Multiple methods of bedrock care  
 • Lifting and moving  
 • Clothing of upper and lower limbs

**Conclusion**  
 The following postural management approach for the individual, a 24 hour approach to postural management can be achieved successfully without the support of a multidisciplinary team.

Royal Hospital for Neuro-disability

# Growing our clinical services

## Ventilation service

Our ventilation service provides long-term respiratory care and support for patients with neurological disabilities.

### We will

- provide strong leadership in long term ventilatory support
- develop our expertise through advanced clinical practice and the creation of new nursing roles, though nurse apprentices and nursing associates.
- deliver research to understand how to enhance quality of life for patients who require long term ventilation support and contribute to national standards
- provide care for more patients with ventilatory needs increasing the number of inpatient beds by 30%



## Brain injury service

Our Brain Injury service provides rehabilitation and assessment for patients with complex neurological disabilities.

### We will

- enhance our expertise across all staff groups
- deliver a research programme focused on service and pathway innovation
- access technologies which support enablement
- provide rehabilitation for more patients increasing our number of inpatient beds by 25%

## Services for patients with prolonged disorders of consciousness (PDOC)

We provide support for patients with disorders of consciousness both within our brain injury service and specialist nursing home.

### We will

- we will enhance our expertise through structured education plans
- develop pre-admission and post-discharge pathways for patients with disorders of consciousness
- undertake more research and provide strong national leadership in disorders of consciousness
- develop and embed processes to ensure that decisions are always taken in a patients' best interests



A patient is hoisted out of their wheelchair before receiving rehab

## Specialist Nursing Home

Our Specialist Nursing Home provides long-term care and support for patients with highly complex neurological disabilities.

### We will

- review in detail the needs and desires of our residents and those close to them. We will develop the appropriate skills mix to meet their needs.
- transform our care, support and environment to enable greater personal choice and more opportunities for participation in leisure and therapeutic activities
- enhance the health, wellbeing and quality of life of our residents

## Neuro-behavioural service

Our Neuro-behavioural service provides assessment, rehabilitation and support for patients with challenging behaviours as a result of neurological impairments.

### We will

- develop a range of care pathways which better meet the needs of our patients
- develop systems of support which enable more patients to safely return to their local communities
- provide care and support for more patients with neuro-behavioural issues, increasing the number of inpatient beds by 30%

COMPASS provides assistive technology equipment to patients at the RHN and across South West London



## Services for young adults

Our newly developed service for young adults provides care and support for patients with complex disabilities.

### We will

- Grow our expertise to meet the needs and aspirations of young adults with complex neurological disabilities
- Develop an enabling and homely environment
- Provide more care and support for young adults, increasing the number of residential places by 50%

## Assistive Technology (COMPASS)

Our Compass service provides assistive technologies for patients with neurological disabilities.

### We will

- Enhance the provision of assistive technologies for patients at the RHN
- Assess outcomes and contribute to the evidence base for assistive technologies
- Pilot systems of remote rehabilitation
- Grow our service provision outside of the RHN by 10%





# Enabling our strategy

To deliver our strategy, we are reliant on a number of enablers. Among them are the following, which we will address responsibly, sustainably and ethically.

## Fundraising

We want to enable life-changing improvements for patients with neuro-disability. Our fundraising efforts will concentrate on growing the amount we raise to support improvements in infrastructure and in providing the various charitable activities that patients enjoy. Without fundraising we would not be able to complete our investment capital programme or fulfil many of the activities enjoyed by our patients. We aim to raise at least £15m over the next five years.

## Branding and marketing

Our brand is the way we are perceived by those who experience it. This includes not just our patients but also their families and advocates, the regulator, donors, commissioners and our own staff. Through our branding, we want everyone to recognise the RHN as the caring, expert and innovative organisation we know it to be.

## Estates

We want to have efficient, well-designed and well-maintained land, buildings and equipment that provide a positive patient experience and ensure our patients receive the best possible care. To this end we will complete our major capital programme of ward refurbishments. It is also a powerful motivator for staff, provides a positive work experience and aids recruitment and retention. The Estates strategy will support our commitment to environmental sustainability and provide the infrastructure for the delivery of future clinical and service strategies.

## Facilities

Facilities at the RHN is a mixture of in house and outsourced services. We aim to deliver value and efficient non-clinical support services to patients, staff and visitors.

We will engage regularly with our users, stakeholders and suppliers and agree standards and levels of service for the purposes of delivering user satisfaction and/or compliance such as implementing improvements to patient menus, operating cleaning quality assurance systems and compiling evidence to support CQC observations that “clinical areas are visibly clean”. We will regularly market test to ensure the best and most efficient service is provided.

## Information and technology

We will transform direct communication and embrace opportunities for technical integration of data to improve quality of care. We will take every opportunity to integrate business processes to remove duplications, optimising support services to operate with market leading efficiency and ensure our systems are resilient and continuous.

## Finance

We aim to return to sustained surpluses and achieve a cash surplus of 10% of turnover by 2027, to be able to reinvest in the hospital. We will compare ourselves with benchmark data from similar organisations to make ourselves as efficient and competitive as possible whilst not losing sight of the need to invest in our patients, equipment and infrastructure thereby enabling an excellent healthcare setting.








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