

POCKET
GUIDE

The path to excellence 2022 – 2027

An outline of our strategy



Royal Hospital for
Neuro-disability

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.

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

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

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

Fundraising

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

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

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

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



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

Patient Experience

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. 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.

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 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.

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.**

- use values based recruitment processes and assessment centres
- listen to our staff and respond to societal changes to recruit
- 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
- review pay, benefits and reward systems
- establish development programmes for staff at all levels
- 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 including flexible working and staff social activities

Our clinical strategy

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

We will achieve a CQC rating of 'Outstanding'. Clinical services 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.

Expert

Evidence based

Efficient value based services

Research and innovation

Stakeholder engagement

National leadership

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.

Growing our clinical services

over the next five years

Ventilation service

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

- 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.

- provide rehab 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.

Specialist Nursing Home

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

Neuro-behavioural service

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

- provide care and support for more patients with neuro-behavioural issues, increasing the number of inpatient beds by 30%

Services for young adults

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

- 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.

- grow our service provision outside of the RHN by 10%

Enabling our strategy



Read the full strategy

rhn.org.uk/strategy

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



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