



National Joint Registry

[www.njrcentre.org.uk](http://www.njrcentre.org.uk)

Working for patients, driving forward quality

The background of the cover is filled with various blue gear silhouettes of different sizes and designs, some with internal patterns, arranged in a scattered, overlapping manner.

# STRATEGIC PLAN

APRIL 2018 TO MARCH 2021

# Aims of the National Joint Registry

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## Introduction

The National Joint Registry (NJR) for England, Wales, Northern Ireland and the Isle of Man collects information on hip, knee, shoulder, elbow and ankle replacement surgery and monitors the performance of joint replacement implants. It was set up in 2002 by the Department of Health and Welsh Government, Northern Ireland joined in 2013 and the Isle of Man in July 2015.

This NJR Strategic Plan covers the period 1 April 2018 to 31 March 2021. This Plan has been developed through consultation with the NJR Steering Committee.

This Plan sets out the key strategic focus areas (themes) for the NJR over this period, and outlines the high level strategic priorities.

This Plan is a living document and will be subject to ongoing review and amendment in line with changing business priorities and changes in the wider external environment.

To assist in the delivery of this Strategic Plan, an Annual Work Plan will be developed to set specific objectives and associated Key Performance Indicators (KPIs) to be achieved against each work programme in the coming year. This Plan will be agreed by the NJR Steering Committee.

In order to measure progress:

- On an annual basis the NJR will undertake a review, providing a summary of progress against each of the priorities identified in the Strategic Plan. Considerable detail is also shared through the NJR's Annual Report (Part One)
- On a monthly basis, the NJR Executive Committee will monitor progress against the work streams and KPIs identified in the Annual Work Plan. Progress, along with associated project plans and budget considerations, will be reported to the Steering Committee quarterly

## Mission Statement

'The purpose of the NJR is to collect high quality and relevant data about joint replacement surgery in order to provide an early warning of issues relating to patient safety.'

In a continuous drive to improve the quality of outcomes and ensure the quality and cost effectiveness of joint replacement surgery, the NJR will monitor and report on outcomes and support and enable related research.'

## Aims of the NJR

The aims of the NJR are:

- To regularly monitor the outcomes achieved by brand of prosthesis, hospital and surgeon, and highlight where these fall below an expected performance in order to allow prompt investigation and to support follow-up action
- Inform patients, clinicians, providers and commissioners of healthcare, regulators and implant suppliers of the outcomes achieved in joint replacement surgery
- Evidence variations in outcome achieved across surgical practice in order to inform best practice
- Enhance patient awareness of joint replacement outcomes to better inform patient choice and patients' quality of experience through engagement with patients and patient organisations
- Support evidence-based purchasing of joint replacement implants for healthcare providers to support quality and cost effectiveness
- Support suppliers in the routine post market surveillance of implants and provide information to clinicians, patients, hospital management and the regulatory authorities

# Strategic themes 2018-2021

A strategic theme identifies broad tasks of work that are required to achieve the NJR's aims.

The NJR has the following **primary strategic themes**:

- Patient safety
- Understanding Patient outcomes
- Cost-Effectiveness
- Research

These are underpinned by **six supporting themes**, each necessary in supporting the ongoing development of the NJR:

- Patient & Public Involvement
- Stakeholder Engagement & Communications
- Partnerships & International collaboration
- Data Quality
- Data Access
- Operating model & Governance

In the following section, the strategic priorities for 2018-2021 are listed. These priorities are the framework for the Annual Work Plan against which progress and activity will be monitored and reported on a monthly and quarterly basis.



# Strategic themes 2018-2021

## 1 Patient safety

**Provide services and develop processes that contribute directly to improvements in patient safety, and support the relevant Regulatory Authorities.**

The NJR will continue to provide and develop services and processes that contribute directly to improvements in patient safety, to support provision of regular monitoring of the outcomes of joint replacement surgery.

This will include the development of methods for the monitoring, detection and management of outlier performance, aiming for early identification of potential issues to minimise impact to patients.

This work is supported by the Implant Performance and Scrutiny Committees and the Surgical Performance Committee.

## 2 Understanding Patient Outcomes

**Expand the range of patient outcome measures available, including Patient Reported Outcome Measures (PROMs) to provide a richer and long-term view of patient outcome following joint replacement.**

Whilst revision and mortality are key measures monitored by the NJR, these alone do not provide a full picture of long-term patient outcome following joint replacement surgery.

NJR shall look to secure access to, or where necessary undertake, additional collection of, other patient outcome data to enrich understanding of patient outcomes other than revision.

This may include agreement with third party data controllers for linkage to patient reported outcome measures, or the additional collection of such PROMs where it is not otherwise available.

This work is supported by the Research Committee.

## 3 Cost-Effectiveness

**NJR aims to support evidence-based purchasing of joint replacement implants for healthcare providers, to support quality and cost effectiveness.**

NJR has expanded its service to include the collection and reporting of implant pricing to hospitals and surgeons to inform local decision making on implant choice.

Alongside current work on implant pricing, the NJR will work with third parties to investigate lifetime cost effectiveness of implants through health economic analysis.

NJR aims to align with national initiatives and relevant third parties in this area such as GIRFT and the Model Hospital programme, within NHS Improvement.

## 4 Research

**Facilitate the use of NJR data to support, and undertake high quality research.**

The NJR currently contains over 2.5 million records of hip, knee, ankle, elbow and shoulder procedures which, with appropriate governance, should be made available in anonymised form to those who wish to use the data for research aimed at improving outcomes for patients.

NJR has developed protocols for encouraging and assessing requests for the use of NJR data for research.

The NJR also uses its data to undertake its own high quality research.

Collaboration with other research organisations and national data collections will improve the quality of research on joint replacement surgery. We will continue to develop these links and publish research resources, made available on the NJR website, to ensure the NJR dataset remains a valuable asset.

This work is supported by the NJR Research Committee.

# Strategic supporting themes 2018-2021

## 5 Data Quality

**Ensure that the quality, timeliness, and completeness of the data submitted to the NJR can support the needs of stakeholders and is in line with the mandatory status of the NJR.**

The value of the NJR and its ability to inform local and national decision making is dependent upon the reliability and quality of the underlying data. A robust mechanism for the

assessment of the quality of NJR data has, therefore, become increasingly important. Whilst the NJR is a mandatory data collection, efforts to ensure compliance and the submission of good quality data remain necessary, as does standardised monitoring and reporting of data quality across hospitals/units. This work is supported by the NJR Data Quality Committee, and Regional Clinical Coordinators Committee.

## 6 Patient and Public Involvement

**To ensure patients remain the primary focus, the NJR will provide opportunities for patient and public involvement and contribution through Steering Committee patient members, and engagement with patient groups and the NJR Patient Network.**

NJR patient members and Patient Network are a vital link in ensuring that NJR decision making and prioritisation remain focused upon the best interest of the patient.

NJR aims to ensure that materials and publications remain relevant to, and accessible by, patients and shall look to extend the range of resources available to patients.

Through partnership relationships, NJR will make resources available to patients through trusted third parties and patient organisations including patient groups and via NHS Choices website.

## 7 Stakeholder Engagement and Communications

**Ensure that the benefits and outcomes of the work of the NJR are communicated effectively to a wide range of stakeholders.**

The development of comprehensive stakeholder engagement and communication strategies are essential to ensure that stakeholders continue to be informed of the benefits of the NJR, and that these benefits are communicated across a wide

audience. Such communication will include development and enhancement of existing channels such as the NJR Annual Report and NJR website, and some will involve new initiatives. The NJR Annual Report work programme is supported by the NJR Editorial Board.

## 8 Data Access

**Provide stakeholders with timely and relevant information on joint replacement surgery.**

The NJR is a key resource for information about hip, knee, ankle, elbow and shoulder joint replacement surgery. Increasing numbers of organisations and individuals are requesting data to support analysis, monitoring and auditing of outcomes.

With stakeholders from governmental bodies to individual patients making increasing demand for access to NJR data, the NJR needs to provide systems and processes that support this demand.

Whilst NJR services look to provide quick and easy access to data to address stakeholder needs, these must always assure strict adherence to information governance protocols. These protocols define access rights to NJR data and its use.

# Strategic supporting themes 2018-2021

## 9 Partnerships and International Collaboration

**Raise the awareness of the capabilities of the NJR nationally and internationally, and share intelligence and best practice to improve patient safety and patient outcomes.**

The NJR is the largest register of its kind in the world, and is recognised both nationally and internationally for its contribution to defining standards.

Increasing the profile of the NJR, and working collaboratively with national and international partners will support the sharing of evidence-based best practice across the globe.

## 10 Operations Model and Governance

**Ensure effective delivery and management of the NJR service in the interest of all stakeholders.**

An effective governance framework and operating model, with aligned budgetary and staffing resources is essential to underpin and manage achievement of the NJR aims and objectives.

# Strategic Priorities 2018-2021

## 1 Pursue Excellence and Continuous Improvement of Data, Reporting and Research

- 1.1. Automate and embed the data quality audit programme within the 'business as usual' activities of both the NJR and local provider organisations.
- 1.2. Review and evaluate the currently collected NJR data set, to assess the value and utility of the scope of data collected.
- 1.3. Engage with other data providers to maximise the value of NJR data to support a broader set of outcomes and extend data linkage opportunities.
- 1.4. Review the different PROMs initiatives and associated requirements, outputs and relationships in order to define and implement an appropriate NJR PROMs strategy.
- 1.5. Explore possibilities for reporting and publishing additional information on implant performance.
- 1.6. Improve detection of potential outliers by developing predictive models to provide early warning reporting.
- 1.7. Develop an appropriate cost recovery model to be applied to requests received for use of NJR data

## 2 Support NHS Cost-Effectiveness

- 2.1. Work with key stakeholders to develop strategy for analysis and reporting of long term cost effectiveness, including definition of care pathway and the roles of each party.

## 3 Improve Patient Understanding and Confidence

- 3.1. Further develop the NJR Patient Network to encourage patient involvement in the development and promotion of NJR's Patient and Public Involvement and Engagement strategy.
- 3.2. Perform a gap analysis on existing patient information for a more targeted insight into patients' key concerns and requirements. Translate it into a readily accessible source of patient information which meets patients' needs.

# Strategic Priorities 2018-2021

## 4 Support and enable hospital effectiveness and surgeon excellence

- 4.1. Roll out, Implement and embed the A&T model
- 4.2. Support Units, Regulators and Orthopaedic Specialist societies in their role of promoting best practice
- 4.3. Support the use of NJR data for surgeon appraisal

## 5 Support industry in monitoring for patient safety

- 5.1. Conduct engagement exercise with Beyond Compliance, ODEP and through SC Industry Members and ABHI, to understand requirements and realign support as necessary.

## 6 Support Regulators and Policymakers Goals

- 6.1. Engage with Regulators and Policymakers to support national patient safety initiatives and policy with the aim of assuring provision of "the safest healthcare in the world".

## To find out more about the NJR:



Visit our website at [www.njrcentre.org.uk](http://www.njrcentre.org.uk)



Call the NJR helpline on **0845 345 9991**



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