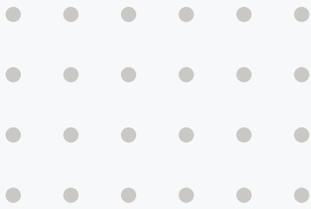


NATIONAL  
ORTHOPAEDIC  
ALLIANCE

# ANNUAL REPORT 19/20



Secured £30m additional funding  
for specialist orthopaedic tariff



Launched CPD accredited clinical  
coding workshop series



Welcomed another new  
member organisation

## Contents

---

<b>Foreword</b> .....	1
<b>History</b> .....	2
<b>About us</b> .....	2
<b>Aims &amp; objectives</b> .....	2
<b>Achievements</b> .....	3
<b>Activities</b> .....	4
<b>Looking to the future</b> .....	6
2020/21 – strategic priorities .....	6
<b>Financial Update</b> .....	7
Income .....	7
Expenditure .....	7
<b>Structure, governance and management</b> .....	8
Address .....	8
Principal officers and related parties .....	8
Accountability and reporting arrangements .....	8
Roles .....	9
Membership .....	9

## Foreword

---

The National Orthopaedic Alliance (NOA) Board presents the NOA annual report and accounts.

*Welcome to the 2019/20 annual report and accounts for the National Orthopaedic Alliance (NOA). 2019/20 was a busy year for the NOA. A look back shows just how the alliance has made a positive difference to its members – and by extension orthopaedic care nationwide.*

*We are delighted that our network continued to grow this year – you can read about our new member organisation in the main report. In terms of achievements, there's lots to share – from major steps forward in our work around the specialist orthopaedic tariff to a successful event and workshop offering and becoming a CPD accredited organisation, there are many ways in which our members have benefited from their NOA membership. Some of our highlights throughout the year included:*

- *Building a strong case for change to the specialist orthopaedic tariff and securing additional funding for specialist providers*
- *Initiating our cost improvement programmes (CIP) workshops*
- *Launching our CPD accredited clinical coding workshop series*
- *Building our work around PROMs to ensure that providers and their patients are getting the most from PROMs*

*At our March 2020 quarterly meeting we were honoured to announce the appointment of Jo Williams, Chief Executive of The Royal Orthopaedic Hospital NHS Foundation Trust (ROH), as the new Lead CEO for the alliance. From 1 April 2020 Jo would succeed Mark Brandreth, Chief Executive of the Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJAH). Our sincerest gratitude is extended to Mark for his commitment and enormous contribution to the NOA over his tenure.*

*Toward the end of the year, along with the entire orthopaedic community and the world, we faced an unprecedented situation with the coronavirus pandemic. We quickly mobilised and laid the foundation to support our members throughout the crisis as the 2019/2020 year ended and 2020/21 began.*

*We continue to grow into a strong network which exists to promote high quality outcomes for patients and better value for money through productivity and long-term cost savings. Thank you to all of our members, partners and supporters for your support in helping us to improve quality in orthopaedic care nationwide.*

Rachel Yates  
NOA Director

## History

---

The NOA was originally established as the Specialist Orthopaedic Alliance (SOA), a membership organisation of specialist orthopaedic providers offering benchmarking and buddying for members, and a more powerful voice for the specialty. In 2015, members of the SOA were successful in their bid to create the NOA vanguard through the NHS England New Care Models programme. This enabled the membership to grow and lay the foundation for the NOA as we know it today. Since 2018 when the vanguard programme ended, the NOA has existed as a standalone organisation funded by membership fees - as the SOA had done for ten years before it secured vanguard funding. The NOA is hosted by the Royal National Orthopaedic Hospital NHS Foundation Trust (RNOH) who manages the organisation's finances and the majority of its recruitment.

## About us

---

The NOA is a membership organisation which brings together orthopaedic centres around the UK. It is based on a quality standards membership model founded on evidence-based descriptors of 'what good looks like' in orthopaedic care. The NOA champions to provide opportunities to collaborate across its membership, and offers a forum for members to share experiences and address shared challenges with an aim of delivering consistent, high quality care for patients nationwide. The NOA is led by the below founder member organisations and is supported by orthopaedic providers across the country:

- Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust (RJAH)
- Royal National Orthopaedic Hospital NHS Trust (RNOH)
- Royal Orthopaedic Hospital NHS Foundation Trust (ROH)
- Wrightington, Wigan and Leigh NHS Foundation Trust (WWL)
- Oxford University Hospitals NHS Foundation Trust (OUH)

## Aims & objectives

---

**NOA's aims are to:**

- Create a UK wide alliance of orthopaedic providers
- Develop a benchmarking framework which demonstrates what good looks like in orthopaedic care and which outlines the journey to quality improvement
- Act as a primary source of support to our member organisations
- Promote high quality outcomes for patients
- Support our membership by providing:
  - Benchmarking services
  - Early information on innovations within the sector and what's coming in terms of national policy that will impact on the delivery of elective orthopaedics
- Ensure our members' views and perspectives reach the most appropriate audience and that their voices are heard at a national level

## Achievements

---

*“The multi-disciplinary approach of the NOA is really beneficial. It enables clinical, non-clinical and support colleagues to interact and have meaningful conversations, and discuss topics that affect us all” - David Rees, Guy’s and St. Thomas’ NHS Foundation*

**During 2019/20, our key achievements included:**

### **Tariff**

As a result of our work (supported by Edge Health Ltd) and ongoing analysis around the specialist orthopaedic tariff, we secured £30m of additional funding for specialist orthopaedic activity. In addition, we contributed to the development of a new pilot for funding complex knee revisions. The model is based around a hub and spoke arrangement, with direct funding to the specialist hubs to support triage and assessment, and enhanced funding for cases that require specialist care.

### **New member organisation joins the NOA**

In June 2019 the NOA welcomed its newest member organisation – East Suffolk and North Essex NHS Foundation Trust (ESNEFT). Formed in July 2018, ESNEFT is the largest NHS organisation in the East of England region and combines the services of Colchester and Ipswich hospitals, and the surrounding community hospitals. We are pleased to welcome ESNEFT to the NOA. Our network has grown in strength over the years which is a testament to our members who support the delivery of high-quality orthopaedic care.

### **Collaborative working**

We continued to work collaboratively with organisations including Getting It Right First Time (GIRFT) throughout the year. Along with the GIRFT Clinical Coding team we secured our CPD certification and delivered the first in a series of clinical coding training days.

### **Sharing best practice**

Providing a space where member organisations can share and learn from each other is at the heart of the NOA’s offering. There were many examples of this throughout the year including between two of our founder member organisations - ROH and WWL. Following a presentation at an NOA quarterly meeting by ROH about the Trust’s hip and knee replacement service, JointCare - a group from WWL visited ROH to find out more about the programme.

### **Communications and engagement**

We continued to build on our communications and engagement particularly around our digital offering. With regular refreshes to our website and members’ area, user figures on our website grew steadily peaking at 671 daily visits during the year. As well as growing our Twitter following, we launched a LinkedIn page which has seen steady growth throughout the year. In terms of coverage, NOA was featured in a double page spread in the BOA’s *Journal of Trauma and Orthopaedics* with an overview of our work and what we’re doing to improve quality in orthopaedic care nationwide.

### **Events and workshops**

We held four quarterly meetings throughout the year with attendee figures at each peaking at 50 attendees. In total we hosted five workshops covering areas including CIPs, Clinical Coding and PROMs. We kicked off our roadshow series during 2019/20 for staff and patients at RNOH and RJAH to share news about our work and highlight opportunities to get involved.

## Activities

---

*"The NOA PROMs workshop was a brilliant day networking about PROMs and sharing our journeys. Thank you to the NOA for giving me the opportunity to present our journey and share all the hard work we have been doing at RJAH over the past few years" – Samantha Davis, Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust*

Activities throughout 2019/20 have included:

- **Clinical Coding**
  - We hosted the first in a series of clinical coding training days delivered by the NOA in conjunction with GIRFT. The CPD accredited clinical coding training day for non-clinical coders saw representation from across the NOA membership and beyond.
  - The NOA Short Guide to Clinical Coding for Clinicians was refreshed this year (originally launched in 2017 to positive uptake and reviews from members). The guide has been designed to provide insight into coding best practice and is an example of how by working in partnership, clinicians and coding teams can support high quality, safer care and more productive coding.
  - Our relationship with the GIRFT clinical coding team allowed us to influence the DaVe project being run by the NHSIE pricing team to develop a set of coding quality measures and useful reports for Trusts to help them improve the quality of their coding.
- **Cost Improvement Programmes (CIP)**

Our second CIP workshop was held in November 2019. The day included presentations from attendees highlighting CIP achievements, challenges and lessons learned as well as themed breakout focus groups. The workshop which was chaired by Hannah Witty, Director of Finance at the Royal National Orthopaedic Hospital helped Trusts to prepare for business planning 20/21.
- **Tariff**

Our work on tariff continued this year. We engaged with NHSE and NHSI during 2018/19 to agree on the need for changes to be made, and secured £30m of additional funding for specialist orthopaedic activity.
- **PROMs**

The NOA held a series of PROMs workshops and teleconferences during the year. NOA's work around PROMs will continue as the alliance supports its members to share experiences and best practice.
- **Model Hospital**

In October 2019, the NOA organised free sessions for RNOH staff to support further understanding of the orthopaedic opportunities within Model Hospital. NOA's Senior Data Analyst, Stephanie Wilson visited RNOH over two days to hold interactive sessions which looked at Model Hospital findings and further explored some of the orthopaedic opportunities within them. Stephanie presented to the senior leadership team as well as staff members and received positive feedback from attendees.

- **NOA quality standards restructure**  
We took steps forward in reviewing and refreshing the NOA quality standards. Medical Directors from RJAH and ROH presented jointly new ideas and potentially a new vision for how we develop NOA quality standards. A new tool was demonstrated that can allow standards to be authored and collated online more easily.
- **Benchmarking**  
NOA Senior Data analyst worked with members this year to develop benchmarking priorities.
- **Procurement**  
The NOA developed a relationship with Category Towers to ensure we help shape and influence the future category strategy. The alliance has been instrumental in the setting up of a National Category Stakeholder Group for Orthopaedics.
- **COVID-19 pandemic support**  
As the pandemic began and lock down commenced early in the 2019/20 year, the NOA team quickly mobilised to adapt its offering to members – collating and sharing key information and modifying services to an online environment. NOA's own outgoing Lead CEO, Mark Brandreth from RJAH took on an additional role working with NHS England and NHS Improvement to support the national response to COVID-19.

## Looking to the future

---

In the coming year and beyond, we look forward to working on the below, and much more:

### 2020/21 – strategic priorities

NOA's strategic priorities for 2020/21 and beyond are:

- Review and maintain the NOA Quality Standards
- Engage with Category Towers and influence procurement for orthopaedics
- Engage with orthopaedic bodies to support the improvement of orthopaedic care
- Influence the NHS Long Term plan and ensure any issues that will impact on orthopaedics inform NOA planning. Areas of focus will include:
  - Workforce
  - AI solutions to improve theatre efficiency
  - Continuous improvement
- Grow our membership
- Work with and support NHSE and NHSI and the Orthopaedic EWG to develop a fairer and more effective tariff for orthopaedic care
- Promote sharing best practice by our members

## Financial Update

---

### Income

NOA income from membership fees was £200k

### Expenditure

The total expenditure for the period to 31st March 2020 was £195k which included:

Staff costs	£103,000
Meetings and events	£18,000
Consultancy fees	£36,000
Other including: Lead Clinician Lead CEO Finance Director Data Analyst Communications Lead	£38,000
<b>TOTAL</b>	<b>£195,000</b>

There has been no material expense during 2019/20. Any unspent membership fees are always rolled over into the next year to fund bigger projects.

### The NOA's expenditure plans for 2020/21 and beyond are:

- To continue to engage with our members through both Face to Face and virtual webinars, workshops and meetings to ensure that we continue to support our members in the following areas:
  - CIPs
  - Clinical Coding
  - Procurement
  - Tariff and Specialist Commissioning
  - PROMS
- Revise and maintain the NOA quality Standard
- Grow our membership
- Evaluate our performance for 2019/20
- Respond to feedback from our members
- Share best practice

## Structure, governance and management

---

### Address

#### Registered Office

Royal National Orthopaedic Hospital  
Brockley Hill  
Stanmore  
Middlesex  
HA7 4LP

#### Email Address

[info.noa@nhs.net](mailto:info.noa@nhs.net)

#### Website:

[www.nationalorthopaedicalliance.co.uk](http://www.nationalorthopaedicalliance.co.uk)

### Principal officers and related parties

The members of The National Orthopaedic Alliance Board:

Name	Office
• Rachel Yates	NOA Director
• Ann Hoey	NOA Deputy Director
• Mark Brandreth	NOA Lead CEO
• Craig MacBeth	NOA Financial Lead
• Peter Kay	NOA Lead Clinician
• Rob Hurd	GIRFT and NOA Senior Responsible Officer

### Accountability and reporting arrangements

- The NOA support team will record the proceedings and recommendations of all meetings of the NOA including recording the names of those present and in attendance.
- Minutes of the NOA meetings shall be circulated promptly to all members of the NOA
- The NOA Decision Making Board will be made up of:
  - Mark Brandreth – NOA Lead CEO
  - Rachel Yates – NOA Director
  - Peter Kay – NOA Lead Clinician
  - Rob Hurd – GIRFT and NOA Senior Responsible Officer
  - Ann Hoey – NOA Deputy Director
- The NOA Director will draw to the attention of the Board issues that require disclosure to the full membership or requires executive action.
- The decision-making Board has decision making powers with regard to the ratification of policies and approval of procedural documents. It will also provide recommendations on risk management and governance for the NOA.

## Roles

**NOA support lead/team** – responsible for administrative, communications and executive services for the alliance

### Partnership Board attendee roles

Post	NOA role
NOA SRO	Provide strategic overview and political guidance and is closely involved with interface with parliamentarians (i.e. Ministers and other MPs and Peers) and chairs of other organisations.
Lead NOA CEO	Guide the day to day policy decisions dictating the NOA's activity and provide support, expertise and information from the member trusts as required by the agreed work plan and/or events.
Other relevant directors and managers	In addition to taking part in and supporting any NOA working groups and sub groups, they also provide relevant expertise where required.

## Membership

### Founder Members

- Robert Jones and Agnes Hunt Orthopaedic Hospital NHS Foundation Trust
- Royal National Orthopaedic Hospital NHS Trust
- Royal Orthopaedic Hospital NHS Foundation Trust
- Wrightington, Wigan and Leigh NHS Foundation Trust
- Oxford University Hospitals NHS Foundation Trust (Nuffield Orthopaedic Centre)

### Fee Structure

The annual fee structure is as follows:

Single Trust	£10,000 per annum
Group/Collaboration of Trusts	£15,000 per annum

Fees will be invoiced 1<sup>st</sup> April

Each year the NOA will ask for all members' agreement on a forecast budget that lays out membership costs and likely expenditure. Founder members will also share the cost of additional agreed expenditure that arises

## Sub-groups

### Clinical (led by Peter Kay)

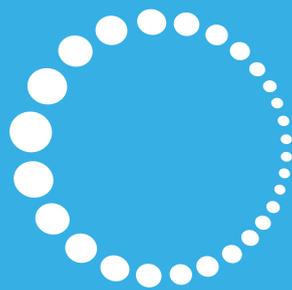
The Clinical sub-group will own, oversee and report on the following work streams:

- A programme and process for outcomes evaluation
- Develop proposals, and recommend sources of information, for the creation of briefing papers for a wide range of clinical and political audiences

### Finance (led by Craig MacBeth)

The Finance sub-group will own, oversee and report on the following work streams:

- A series of benchmarking exercises, including reference costs and income
- Regular procurement, clinical coding and cost-saving programme audits, reports and workshops
- Tariff



NATIONAL  
ORTHOPAEDIC  
ALLIANCE

National Orthopaedic Alliance  
020 3947 0849  
info.noa@nhs.net  
[www.nationalorthopaedicalliance.co.uk](http://www.nationalorthopaedicalliance.co.uk)  
@NOAOrthopaedics