



National Joint Registry

www.njrcentre.org.uk

Working for patients, driving forward quality

STRATEGIC PLAN

April 2022 to March 2025



About the National Joint Registry

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Introduction

The National Joint Registry (NJR) records, monitors, analyses, and reports on outcomes in joint replacement surgery in a continuous drive to improve service quality and patient outcomes. Established in 2002 by the Department of Health and Welsh Government, Northern Ireland joined in 2013, the Isle of Man in 2015 and Guernsey in 2019.

This Strategic Plan covers the period 1 April 2022 to 31 March 2025 and has been developed through consultation with members of the NJR Steering Committee and other key stakeholders.

The plan sets out our strategic pillars over this three-year period and outlines our high-level strategic priorities. It is a living document which will be subject to continuous review and amendment, to ensure alignment with our business priorities and relevant changes in the external environment.

To enable the structured delivery of this Strategic Plan, an aligned Annual Work Plan will be developed, and this will set objectives and Key Performance Indicators (KPIs) to be achieved against each of our work programmes over the coming year. A new work plan will be agreed by the NJR Steering Committee for each year of the Strategic Plan.

To measure progress:

- We will undertake an annual review, providing a summary of progress against each of the strategic priorities identified in the Strategic Plan; considerable detail is also shared through the NJR's Annual Report.
- Our NJR Executive Committee will monitor progress against the workstreams and deliverables identified in the Annual Work Plan.
- Progress against the Annual Work Plan and budgetary considerations will be reported to the NJR Steering Committee quarterly.

Our vision

As a globally recognised exemplar of a patient-focused joint registry, the NJR aims to inspire the community of registries around the world by maximising the use of cutting-edge data analytics to enable excellent patient outcomes and set the research agenda.

Our mission

The mission of the National Joint Registry is to collect and analyse high quality and relevant data about joint replacement surgery in order to provide timely warnings of issues relating to patient safety.

In a continuous drive to improve patient outcomes and to ensure the quality and value of joint replacement surgery, we will monitor and report on outcomes, and enable and support related orthopaedic research.

Our values

We are committed to **excellence** in all of our activities and services in order to enable positive results for patients.

We engage in our work with **passion**, driving opportunities to provide the best solutions, to ultimately enable improved patient outcomes.

We are an **innovative**, global exemplar of an implantable medical device registry and always aspire to operate at the cutting-edge.

We demonstrate **integrity** and inspire trust, adhering to strong ethical standards across all our data collection, management, analysis and reporting processes.

We practice **collaborative** and inclusive ways of working, with broad representation from our stakeholders across our wide range of activities.

List of key stakeholder organisations

The Association of British HealthTech Industries (ABHI)

Beyond Compliance

British Association for Surgery of the Knee (BASK)

British Elbow and Shoulder Society (BESS)

British Hip Society (BHS)

British Orthopaedic Association (BOA)

British Orthopaedic Foot and Ankle Society (BOFAS)

Care Quality Commission (CQC)

Confidentiality Advisory Group (CAG)

Digital Health and Care Wales (DHCW)

Getting It Right First Time (GIRFT)

Healthcare Inspectorate Wales (HIW)

Healthcare Quality Improvement Partnership (HQIP)

Independent Healthcare Provider Network (IHPN)

International Society of Arthroplasty Registries (ISAR)

Isle of Man Department of Health and Social Care

Medicines and Healthcare products Regulatory Agency (MHRA)

National Institute for Health and Care Excellence (NICE)

NHS Digital (NHSD)

NHS England and NHS Improvement (NHSE/I)

Northern Ireland Department of Health

Orthopaedic Data Evaluation Panel (ODEP)

Private Healthcare Information Network (PHIN)

States of Guernsey

Welsh Government

Strategic pillars and supporting themes 2022-2025

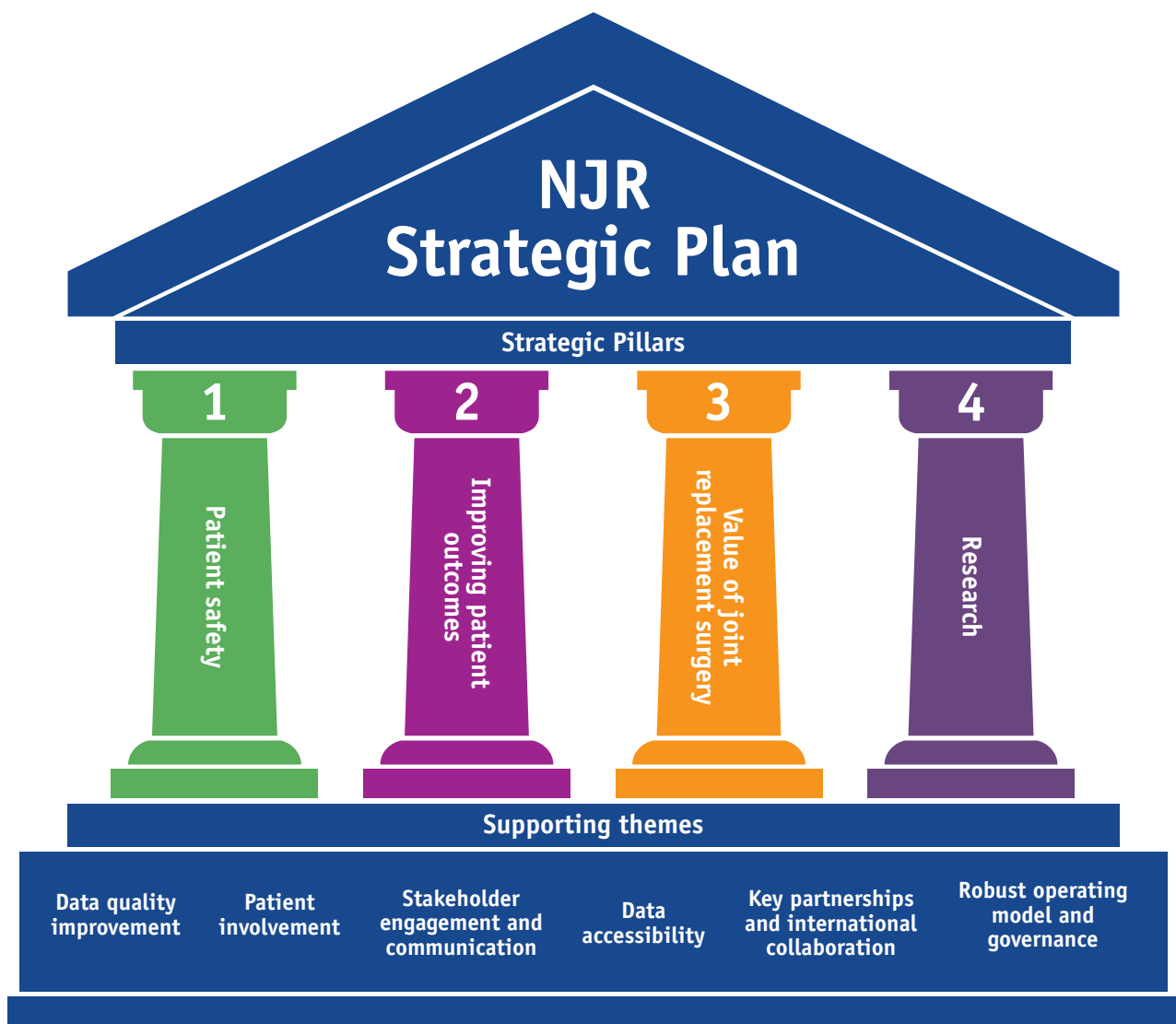
Four strategic pillars identify broad areas of work that are integral to achieving the NJR's mission.

- Patient safety
- Improving patient outcomes
- Value of joint replacement surgery
- Research

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

- Data quality improvement
- Patient involvement
- Stakeholder engagement and communication
- Data accessibility
- Key partnerships and international collaboration
- Robust operating model and governance

In the following sections, the strategic pillars and supporting themes for 2022-2025 are presented. These inform our strategic priorities which form the framework for our Annual Work Plan, against which progress will be monitored and reported on a quarterly basis to the NJR Steering Committee.



Strategic pillars 2022-2025

1 Patient safety

Provide monitoring services and develop processes that contribute directly to improvements in patient safety, and support the relevant regulatory authorities.

To support provision of regular monitoring of the outcomes of joint replacement surgery, we will continue to provide and develop reporting and analysis that contributes directly to improvements in patient safety.

This will include the introduction of new methodology to monitor the performance of orthopaedic devices to support early identification of potential issues; and a review of the categorisation of device components across the registry to ensure consistency in reporting.

This work is supported by the NJR's Implant Scrutiny and Surgical Performance Committees.

2 Improving patient outcomes

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

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

Through agreement with third-party data controllers, we will secure linkage to already existing PROMs datasets. Where necessary we will explore additional collection of such PROMs where they are not otherwise available.

This work is supported by the NJR's Research, Implant Scrutiny, Surgical Performance and Editorial Committees.

3 Value of joint replacement surgery

We support evidence-based purchasing of joint replacement implants for healthcare providers, to support quality and enable value across the sector.

NJR reporting includes implant pricing for hospitals and surgeons, to help inform local decision-making about implant choice.

Alongside routine reporting of implant pricing, our health economics programme will investigate the cost-effectiveness of implants. We will also examine the value of the NJR.

We will align these activities with national initiatives such as Getting It Right First Time (GIRFT) and the Model Health System, led by NHS England and NHS Improvement (NHSE/I).

4 Research

Facilitate the use of NJR data to support and encourage high quality research.

The registry currently contains more than 3.5 million records of hip, knee, ankle, elbow and shoulder procedures which, with appropriate checks, will be made available in a de-identified form to support research, aimed at improving outcomes for patients.

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

We also use our data to undertake our own high-quality research and produce analysis for our annual report.

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

This work is supported by the NJR Research Committee.

Supporting themes 2022-2025

1 Data quality improvement

Ensure that the quality, timeliness and completeness of 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. We have introduced an automated data quality audit to ensure high levels of compliance across all joint procedures. As part of ongoing work, new standards for compliance with data quality requirements are planned, alongside targeted audits to further enhance the quality of data collected for specific types of procedure.

To assist hospitals with data collection, we will develop mechanisms to collect procedure data through interfaces with national and hospital systems. This work is supported by the NJR's Data Quality and Regional Clinical Coordinators Committees.

2 Patient involvement

To ensure patients remain the primary focus, we will provide opportunities for patient involvement alongside more strategic contribution through the NJR Steering Committee patient representatives and patient groups.

Our NJR patient representatives have always been a vital link in ensuring that NJR decision-making and activity prioritisation remain focused upon the best interests of the patient.

We aim to ensure that materials and publications remain relevant to, and accessible by, patients, and will use our resources to extend the range of resources available to patients.

Through patient partnership relationships, we will make our resources available to patients through trusted third parties and patient organisations, including patient groups.

3 Stakeholder engagement and communication

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

The development of comprehensive stakeholder engagement and associated communication strategies are essential to ensure that stakeholders continue to be informed of the benefits the NJR brings to the whole orthopaedic sector.

Work will include the further development and enhancement of existing communication channels such as the NJR Annual Report, NJR website and social media channels, and will involve some new initiatives.

The NJR Annual Report content development and publication process is supported by the NJR Editorial Committee.

4 Data accessibility

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.

The NJR needs to provide systems and processes that support increasing demand from stakeholders such as governmental bodies and individual patients.

Whilst the NJR looks to provide timely and relevant access to data for stakeholders, we always ensure strict adherence to data protection rules and define access rights to NJR data and its use.

5 Key partnerships and international collaboration

Raise awareness of the capabilities of the NJR nationally and internationally and share knowledge and best practice to support improvements in patient safety and patient outcomes.

The NJR is the largest orthopaedic registry in the world, recognised as a global exemplar of an implantable medical device registry.

We will continue to work closely with the International Society of Arthroplasty Registries and other joint replacement registries internationally to explore standards relating to implant classification and sharing of best practice in reporting.

6 Robust operating model and governance

Ensure effective delivery and management of the NJR's processes and activities in alignment with the direction of all relevant regulatory bodies, in the interest of all our stakeholders.

An effective governance framework and operating model, with aligned budgetary and staffing resources, is essential to underpin and manage achievement of our mission.

Strategic priorities 2022-2025

1 Improve patient understanding and confidence

1.1	Encourage patient involvement at all levels of our work to enable the opportunity for patient contribution to our outputs where this can add value.
1.2	Patients will be represented across NJR committees and working groups.
1.3	Develop stronger links with patient-representative charities and non-governmental organisations (NGOs) to share knowledge and disseminate materials.
1.4	Make efforts to promote research, to raise awareness of the value of the data patients have shared with the registry and the impact it can have on patient outcomes.
1.5	Highlight the value of the NJR's dataset by creating awareness-raising opportunities involving patients who have given consent for use of their data.
1.6	Continue to develop the NJR website with new digital tools and infographics to become the go-to place for all joint replacement patients.

2 Support hospital and surgeon excellence to ensure patient safety

2.1	Expand the NJR 'Accountability and Transparency' model to include elbow, shoulder and ankle performance metrics for all hospitals and surgeons.
2.2	Continue to develop our reporting platform, NJR Connect - Data Services, to include additional performance data for hospitals and surgeons to support quality improvement.
2.3	Enhance reporting of clinical performance through reporting at trust and other geographic levels to reflect clinical pathways.
2.4	Examine the feasibility of using additional measures such as PROMs for outcome analysis.

3 Support industry in monitoring for patient safety

3.1	Implementation of new outlier methodology to ensure early detection of implant outliers.
3.2	Conduct a review of implant manufacturer branding within the NJR component database to allow more granular stratification of implants as part of our outlier analysis.
3.3	Enhance the range of our NJR Supplier Feedback services to support the medical devices manufacturing industry in delivering their obligations under the Medical Devices Regulations.

Strategic priorities 2022-2025

4 Pursue excellence, continuous improvement and accessibility of data, reporting and research

4.1	Work with relevant bodies to expand the range of PROMs that are available as part of NJR reporting outputs.
4.2	Continue to review linkage with external datasets to maximise the value of NJR data for outputs and research.
4.3	Develop secure mechanisms to allow collection of procedure data through interfaces with national and hospital data systems.
4.4	Promote and enable secure access to NJR data by researchers to encourage the publication of high-quality academic outputs by both internal and external authors and encourage the involvement of patients in developing and disseminating the outputs of this work.
4.5	Implement new standards for compliance with data quality activity, and incentivise hospitals to improve their data quality auditing via our Quality Data Provider scheme, and undertake additional joint-specific data quality audits to further improve NJR data quality as required.

5 Support excellence and value-based healthcare

5.1	Examine outcomes and pricing data to investigate the impact and value of the NJR across the NHS.
5.2	Collect and report on variation in the sale price of joint replacement devices.
5.3	Ensure transparency of the performance of joint replacement devices to inform hospitals and surgeons in making appropriate decisions.

6 Support the goals of regulators and policymakers, both nationally and internationally

6.1	Continue to work with national bodies to support the implementation of the recommendations of the Cumberlege Report, including alignment with the Medical Devices Information System.
6.2	Collaborate internationally with other national bodies and registries to develop global standards for the classification of orthopaedic implant data.
6.3	Align strategically with national PROMs activities across the NHS and independent sector, share relevant outcomes analysis including PROMs data with CQC and MHRA to support regulatory decision-making.
6.4	Work closely with NHSE/I and the health policymakers of the devolved nations to ensure that the NJR is strategically aligned to universal policy direction and is supporting continuous improvement across both the NHS and independent sector.



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To find out more about the NJR:



NJR Website:

www.njrcentre.org.uk

NJR Surgeon and Hospital Profile:

<https://surgeonprofile.njrcentre.org.uk>

NJR Reports:

<https://reports.njrcentre.org.uk>



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This publication is produced by the National Joint Registry and we'd like to hear your thoughts.

To share your views, email communication@njr.org.uk