

# Our strategy 2023-2028



The Royal Orthopaedic Hospital  
NHS Foundation Trust

## STRATEGIC AMBITION

LESS PAIN

MORE INDEPENDENCE

LIFE-CHANGING CARE

## OUR MISSION

We will deliver compassionate, patient-centred care that empowers people to regain their mobility, independence, and quality of life. Through efficiency, expertise, innovation and collaboration we will tackle health inequality and improve access to life-changing care.



## PATIENT-CENTRED

Patients are always at the heart of our plans. This strategy is all about developing the best care for the people we serve.

## STRATEGIC OBJECTIVES

### CARE

By 2028, we will maintain outstanding, high-quality care across all services and improve access, experience and outcomes for our patients.

### EXPERTISE

By 2028, we will have increased our influence as the leading centre for orthopaedic surgery and MSK care through our cutting-edge research and MSK Academy.

### PEOPLE

By 2028, we will be rated in the top 5% of Trusts to work for by our people in the NHS Staff Survey, recognising our commitment towards inclusivity and wellbeing for all.

### COMMUNITY

By 2028, we will be leaders in MSK Prevention across our communities, improving access to our services and increasing the provision of MSK expertise at locality level.

### SUSTAINABILITY

By 2028, the ROH will be financially sustainable, having increased the number of people we treat through continuously improving our processes, standardising pathways and improving productivity.

### COLLABORATION

By 2028, we will have transformed MSK and orthopaedic services for our patient population through our strategic partnerships across healthcare, third sector, industry, research and academia.

## DELIVERY PHASES

### RESET AND TRANSFORM

Focus on how we work, making systems and processes better, and making sure everyone is clear on their role so that we are stable now and can grow in the future.

### SUSTAINING AND INNOVATING

Grow our services, help more patients, and develop new services to support our long-term success.

### GROWING AND INFLUENCING

Continue to grow, offer our services in new markets, and strengthen our orthopaedic leadership so we can support community MSK health.

## IMPORTANT ENABLERS

Embracing continuous improvement

Developing robust performance management and accountability

Focussing on and delivering our business plans and strategies

Delivering excellent value and making cost improvements

## WHAT WILL WE ACHIEVE IF WE DELIVER THIS STRATEGY?



- ✓ We will grow and treat more people
- ✓ We will contribute to reducing health inequality
- ✓ We will improve access to care for our community
- ✓ We will be rated among the best hospitals to work for
- ✓ We will be rated 'outstanding overall' by the CQC
- ✓ We will be an efficient and sustainable organisation
- ✓ We will be a world-recognised leader in orthopaedics
- ✓ We will be in productive partnerships that benefit patients

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