

Our strategy 2023-2028



Strategic ambition

OUR VISION

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.

Strategic objectives



CARE

Deliver outstanding care that is safe, seamless and patient centred



EXPERTISE

Innovate, improve, research and teach



PEOPLE

Rated as among the best NHS hospital to work for by our team



COMMUNITY

Work with our community to reduce health inequality and support prevention



SERVICES

Provide efficient, effective and sustainable services



COLLABORATION

Collaborate to support improvement; locally, regionally and nationally



What will we achieve in the next five years:

- ✓ 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 a Major Revision Centre and Surgical Elective Hub



Our strategy 2023-2028

Admin and Secretarial Teams

Your role in delivering the strategy



The role of Admin and Secretarial Teams in delivering this strategy

Strategic Objective	The role of Admin and Secretarial Teams
CARE	While not delivering direct care, Administrators and Secretarial staff play a vital role in patient care, helping patients to navigate pathways and enabling care to happen at every stage. Our strategy is all about providing the best care and this can only happen through the work of Admin and Secretarial Teams.
EXPERTISE	We sometimes think about 'expertise' as relating only to clinical expertise - but the expertise of Admin and Secretarial Teams on pathways and processes is very important. No one is better placed to understand the patient journey. This expertise will help us transform our services in the future.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Admin and Secretarial Teams is important because they are a key touch-point for so many patients. The sharing on information and connecting people to resources will transform how we deliver care in the future.
PEOPLE	This strategy can only be accomplished with people (our workforce). Admin and Secretarial Teams have an impact on how services are coordinated and supported. This has a direct impact on the experience people have at work and how empowered they feel to improve and care.
SERVICES	This objective is all about efficiency and productivity. Admin and Secretarial Teams play an incredibly important role in delivering efficient processes and making our services as productive as possible. Transformation will be required in the future and Admin and Secretarial Teams will be at the forefront of all of it.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) the interface between organisations is where Admin and Secretarial Teams play an important role in making collaboration and partnership work. Collaboration requires practical support and Admin and Secretarial Teams will provide this.

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Our strategy 2023-2028

Allied Health Professionals

Your role in delivering the strategy



The role of Allied Health Professionals (AHPs) in delivering this strategy

Strategic Objective	The role of AHPs
CARE	Our strategy is all about providing the best care and this ambition can only be delivered with the skills and care of AHPs. In the future, as we transform how patients experience care, AHPs will be central to this transformation, leading the development of new pathways, new technologies and new processes. AHPs are an innovative and diverse group who will inform how outstanding care is delivered at all levels.
EXPERTISE	The expertise of our AHPs is significant and varied. AHPs will have a significant impact on research, teaching and transformation. Our strategy will support AHPs to develop new services, implement new technologies, educate others and improve patient care through innovation. As a specialist Trust, harnessing clinical expertise is an important strategic objective in which AHPs play a key role.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of AHPs is very important. We will develop new models of care, new resources and new partnerships to support preventative care and help people wait well for surgery. We will also address issues around access within our communities. AHPs will support this objective and help ensure we deliver holistic support in the right place at the right time.
PEOPLE	This strategy can only be accomplished with people (our workforce). AHPs work across the Trust in varied roles. We must ensure that AHPs feel empowered to improve, innovate, care and work as part of a multi-disciplined team.
SERVICES	This objective is all about efficiency and productivity. AHPs play an important role in delivering safe, high quality care that is efficient and productive. Transformation will be required in the future and AHPs will help to make it happen by delivering care and services that are efficient and aligned with our ambitions.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) AHPs will be responsible for developing many of these partnerships and new models of care and will find new ways to work that benefit our patients and population and help build our strategic future as a specialist hospital and centre of excellence.

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Our strategy 2023-2028

Consultants and medics

Your role in delivering the strategy



The role of Consultants and Medics in delivering this strategy

Strategic Objective	The role of Consultants and Medics
CARE	Our strategy is all about providing the best care and this ambition is predicated on the skill and compassion of Consultants and Medics. In the future as we optimise pathways, do more day case procedures and embed new technologies and processes, Consultants and Medics will be vitally important in leading and delivering this transformation.
EXPERTISE	The clinical expertise of our Consultant and Medical workforce will have a significant impact on research, teaching and transformation. Our strategy will support Consultants and Medics to develop new services, implement new technologies, educate others and improve patient care through innovation. As a specialist Trust, harnessing clinical expertise is an important strategic objective in which Consultants and Medics play a key role.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Consultants and Medics is important. We will develop new models of care, new resources and new partnerships to support preventative care and help people wait well for surgery. We will also address issues around access within our communities. Consultants and Medics will support this objective and help ensure we deliver holistic support across the whole patient pathway.
PEOPLE	This strategy can only be accomplished with people (our workforce). Consultants and Medics have a significant impact on how services are run. This in turn has a direct impact on the experience people have at work and how empowered they feel to improve, care and work as part of a team.
SERVICES	This objective is all about efficiency and productivity. Consultants and Medics play an incredibly important role in delivering safe, high quality care that is efficient and productive. Transformation will be required in the future and Consultants and Medics will be at the forefront of all of it, leading to make services effective and optimal for patients.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) Consultants and Medics will be responsible for forging many of these partnerships and new models of care and will find new ways to work that benefit our patients and population and help build our strategic future as a specialist hospital and centre of excellence.

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Our strategy 2023-2028

Corporate services

Your role in delivering the strategy



The role of Corporate Services in delivering this strategy

Strategic Objective	The role of Corporate Services
CARE	While not delivering direct care, Corporate Services play a number of vital roles in supporting patient care to happen effectively, efficiently and safely. Care relies on having the right people in the right place, with the right resources, equipment, and supporting policies. It relies on people understanding what they need to do and having the support they need to do it. Corporate services enable care in so many different ways and will help to shape and enable the future of care.
EXPERTISE	We sometimes think about 'expertise' as relating only to clinical expertise - but the expertise of Corporate Teams is significant and spans a range of different disciplines. This expertise is of great value and will support the Trust to progress it's strategic ambitions. The expertise that corporate teams offer are foundationally important for strategic progress.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Corporate Services is important for enabling this transformation to happen. Reducing health inequality and supporting prevention means reshaping our business, the data we collect and how we operate. This can only happen when corporate and clinical services work together.
PEOPLE	This strategy can only be accomplished with people (our workforce). Corporate Services have a significant impact on how services are coordinated and supported. This has a direct impact on the experience people have at work and how empowered they feel to improve and care.
SERVICES	This objective is all about efficiency and productivity. Corporate Services play an incredibly important role in supporting the efficiency of services and enabling productivity. Transformation will be required in the future and Corporate Services will be at the forefront, enabling it to happen.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) the interface between organisations is where Corporate Services play an important role in making collaboration and partnership work. Collaboration requires practical, technological, and financial support. It requires governance and communication, project management and data. Corporate Services will provide this support.

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Our strategy 2023-2028

Estates and Facilities

Your role in delivering the strategy



The role of Estates and Facilities Teams in delivering this strategy

Strategic Objective	The role of Estates and Facilities Teams
CARE	Estates and Facilities play a vital role in patient care. The environment in which care is delivered has a huge impact on patient experience and outcomes - and Estates and Facilities teams play a key role in maintaining and developing these spaces. The impact of nutrition on patients is significant and the operational role of Porters is essential. Our strategy is all about providing the best care and this can only happen through the work of Estates and Facilities Teams.
EXPERTISE	The expertise of Estates and Facilities Teams is significant; from trade skills, and catering, to domestic skills, portering and many others - there is probably no other team in the hospital that covers such a wide range of skills. We need this expertise to help drive our strategy forward, providing an environment and supporting services which allow us to accomplish our goals.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Estates and Facilities Teams is important. They are a key touch-point for so many patients and provide a number of key supporting services that will help with accessing the Trust and being cared for in an environment which meets their needs.
PEOPLE	This strategy can only be accomplished with people (our workforce). Estates and Facilities Teams have an impact on how services are coordinated and supported. This has a direct impact on the experience people have at work and how empowered they feel to improve and care.
SERVICES	This objective is all about efficiency and productivity. Estates and Facilities Teams play a significant role in supporting efficient care and flow of patients through the Trust. They also enable care to happen in so many different ways. Transformation will be required in the future and Estates and Facilities Teams will enable it to happen.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) our Estates and Facilities Teams will support partnerships by both enabling collaboration to happen in practical ways and supporting patients who are often the focus of these collaborative efforts.

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Our strategy 2023-2028

Healthcare Support Workers

Your role in delivering the strategy



The role of Healthcare Support Workers in delivering this strategy

Strategic Objective	The role of Healthcare Support Workers
CARE	Our strategy is all about providing the best care and this ambition is relies on the skill and compassion of Healthcare Support Workers. In the future as we improve patient pathways, do more day case procedures and embed new technologies and processes, Healthcare Support Workers will be really important in supporting the delivery of this transformation.
EXPERTISE	Our Healthcare Support Workers are experts across a range of different care settings. Our strategy will support Healthcare Support Workers to support the development of new ways to care including the processes and pathways that people follow. We need the expertise and contribution of Healthcare Support Workers to achieve our strategy.
COMMUNITY	As we try to support prevention and reduce health inequality, the role of Healthcare Support Workers is important. We will develop new models of care, new resources and new partnerships to support preventative care and help people wait well for surgery. We will also address issues around access within our communities. Healthcare Support Workers will support this objective and help ensure we deliver holistic support across the whole patient pathway.
PEOPLE	This strategy can only be accomplished with people (our workforce). Healthcare Support Workers have a significant impact on how services operate. We want everyone to feel empowered to care, able to improve and part of a team that prioritises their wellbeing and experience.
SERVICES	This objective is all about efficiency and productivity. Healthcare Support Workers play a really important role in supporting the delivery of safe, high quality care that is efficient and productive. Transformation will be required in the future and Healthcare Support Workers will be at the forefront of all of it, making it happen.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) Healthcare Support Workers will support many of these partnerships and will help the Trust build our strategic future as a specialist hospital and centre of excellence.

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Our strategy 2023-2028

I.T, B.I and Digital

Your role in delivering the strategy



The role of I.T, B.I and Digital in delivering this strategy

Strategic Objective	The role of I.T, B.I and Digital
CARE	While not delivering direct care, I.T, B.I and Digital Teams play vitally important roles in allowing care to happen. Excellent technology, informative data, effective coding and digital transformation are central to the future of care at our Trust. I.T, B.I and Digital Teams are will help to shape and enable the future of care.
EXPERTISE	There are many experts working in our I.T, B.I and Digital Teams and this expertise is central to the development of our strategy. We need to embrace data and technology fully and integrate it into the care we deliver. The future of care is digitally enabled and our I.T, B.I and Digital Teams must support the Trust to realise this ambition for the benefit of patients and communities.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of I.T, B.I and Digital Teams is important for enabling this transformation to happen. We must be led by data to understand the best intervention to make. We must also support digital inclusion in our communities.
PEOPLE	This strategy can only be accomplished with people (our workforce). I.T, B.I and Digital Teams have a significant impact on how services are coordinated and supported. This has a direct impact on the experience people have at work and how empowered they feel to improve and care.
SERVICES	This objective is all about efficiency and productivity. I.T, B.I and Digital Teams play an incredibly important role in supporting the efficiency of services through technology and digital support. They also enable productive services through coding and business intelligence services. Transformation will be required in the future and I.T, B.I and Digital Teams will enable it to happen.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) the interface between organisations is often where I.T, B.I and Digital Teams play a vital role - enabling partnerships to happen frictionlessly. We will need the support of I.T, B.I and Digital Teamsto enable meaningful collaborations to flourish.

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Our strategy 2023-2028

Knowledge Hub Team

Your role in delivering the strategy



The role of the Knowledge Hub Team in delivering this strategy

Strategic Objective	The role of the Knowledge Hub Team
CARE	The Knowledge Hub Team blend research, audit, teaching, training and a range of other knowledge-related services. While the majority of their work is not delivering direct care, the team play a vital role in supporting care by fostering innovation and equipping the wider workforce with the skills they need to deliver care effectively and safely.
EXPERTISE	The expertise in the Knowledge Hub Team is significant and branches academic, scientific, research, clinical and many other fields. The Knowledge Hub is the engine room of innovation for the Trust, supporting colleagues to try new things, test ideas, audit and understand iterative improvement. Ultimately, this will benefit patients. The Knowledge Hub Team are central to supporting the Trust to harness it's expertise and use it to benefit people and communities.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of the Knowledge Hub Team is important for supporting the development of teaching, education and resources which help package our knowledge and deliver it is vital. This means more teaching as part of an MSK Academy and more research into, and pathway development of, non-surgical interventions that support MSK health in our communities.
PEOPLE	This strategy can only be accomplished with people (our workforce). The Knowledge Hub Team have a significant impact as a supporting function for the Trust, offering training, development, audit, research and medical workforce support to the Trust. This has a direct impact on the experience people have at work and how empowered they feel to improve and care.
SERVICES	This objective is all about efficiency and productivity. The Knowledge Hub Team play an important role in supporting the wider team to be effective and prepared through training and development. The Knowledge Hub also generates significant resource for the Trust which is reinvested into more opportunities for strategic advancement.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) the Knowledge Hub Team are often central to these partnerships and enabling them to happen, especially partnerships related to academia and research. Collaboration requires practical support as well as strategic insight and clinical expertise and the Knowledge Hub Team will provide this.

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Our strategy 2023-2028

Nurses and ODPs

Your role in delivering the strategy



The role of Nurses and ODPs in delivering this strategy

Strategic Objective	The role of Nurses and Operating Department Practitioners (ODPs)
CARE	Our strategy is all about providing the best care and this ambition is predicated on the skill and compassion of Nurses and ODPs. In the future as we optimise pathways, do more day case procedures and embed new technologies and processes, Nurses and ODP will be vitally important in leading and delivering this transformation.
EXPERTISE	The clinical expertise of our Nursing and ODP workforce will have a significant impact on research, teaching and transformation. Our strategy will support Nurses and ODPs to develop new models of care, new patient pathways and improvements to patient experience. Nurses and ODPs will be encouraged to participate in research and support service improvement. As a specialist Trust, harnessing clinical expertise is an important strategic objective in which Nurses and ODPs play a key role.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Nurses and ODPs is important. We will develop new models of care, new resources and new partnerships to support preventative care and help people wait well for surgery. We will also address issues around access within our communities. Nurses and ODPs will support this objective and help ensure we deliver holistic support across the whole patient pathway.
PEOPLE	This strategy can only be accomplished with people (our workforce). Nurses and ODPs have a significant impact on how services are run. This in turn has a direct impact on the experience people have at work and how empowered they feel to improve, care and work as part of a team.
SERVICES	This objective is all about efficiency and productivity. Nurses and ODPs play an incredibly important role in delivering safe, high quality care that is efficient and productive. Transformation will be required in the future and Nurses and ODPs will be at the forefront of all of it, leading to make services effective and optimal for patients and supporting amazing patient experience.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) Nurses and ODPs will support many of these partnerships to flourish and will find new ways to work that benefit our patients and population and help build our strategic future as a specialist hospital and centre of excellence.

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Our strategy 2023-2028

Operations Team

Your role in delivering the strategy



The role of the Operations Team in delivering this strategy

Strategic Objective	The role of the Operations Team
CARE	While not delivering frontline care, Ops enable it to happen through planning services and resources effectively. Ops work on redesigning pathways and introducing new processes has a huge impact on patient experience.
EXPERTISE	We sometimes think about 'expertise' as relating only to clinical expertise - but the expertise of Ops is important to both introduce and facilitate innovation. Many of our new services and pathways of the future will rely on Ops expertise to enable them to flourish. From data and project management, to supporting services, planning and operationalising - the expertise of the Ops team is vital.
COMMUNITY	As we try to have a greater impact on prevention and the reduction of health inequality, the role of Ops is important for planning how and where we deliver services. We cannot transform our pathways without Ops leading the transformation and bringing our plans to life to benefit patients.
PEOPLE	This strategy can only be accomplished with people (our workforce). Ops has an impact on how services are coordinated, and Ops do a lot of problem-solving for teams across the Trust. This has a direct impact on the experience people have at work and how empowered they feel to improve.
SERVICES	This is one of the most significant objectives for Ops, because it's all about efficiency and productivity. Ops play a leading role in this area. Productive services and efficient use of resources mean shorter waiting times, better patient experience, better outcomes and a more sustainable future. There will be a lot of transformation required in the future and Ops will be at the forefront of all of it.
COLLABORATION	The future of care is integrated. As we work more closely with our partners (locally and nationally) the interface between organisations is where Ops expertise is needed. Collaboration requires practical support to happen, and Ops will provide this.

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