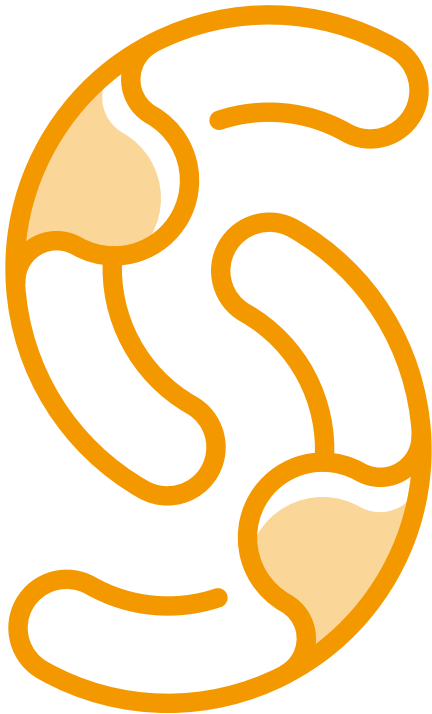


# Strategic Objectives



1

Deliver high quality clinical services

2

Develop our Veterans Service as a nationally recognised centre of excellence

3

Integrate the MSK pathways across Shropshire, Telford & Wrekin

4

Grow our services and workforce sustainably

5

Innovation, education & research at the heart of what we do

1

# Deliver high quality clinical services



How we will do it	Measure
<b>Ensure the highest standards of care for our patients</b>	<ul style="list-style-type: none"> <li>• 60% of our wards will achieve a rating of good or above on their Quality accreditation.</li> <li>• Sign off the Trust's new 3 year patient experience strategy.</li> <li>• No Welsh patients to be waiting over 104 weeks for treatment or over 52 weeks for their first outpatient appointment in line NHS Wales government standards.</li> <li>• 60% of English patients waiting less than 18 weeks from referral to treatment, with less than 1% waiting over 52 weeks in line with NHS England government standards.</li> <li>• Maintain top quartile performance for theatre services against Model Health system benchmarking for theatre utilisation.</li> <li>• 67% of English patients waiting no longer than 18 weeks for a first appointment in line with NHS England government standards.</li> </ul>
<b>Address health inequalities for our catchment population</b>	<ul style="list-style-type: none"> <li>• Health inequalities data embedded into performance reporting with quarterly board level reporting.</li> <li>• Plan services and target investment based on health inequalities.</li> <li>• Working with system partners to establish preventative programmes.</li> </ul>
<b>Develop our services through partnership and shared decision-making</b>	<ul style="list-style-type: none"> <li>• Target improvements to reduce variation between departments for shared decision-making outcomes against the 3 reportable domains of listening, understanding and inclusion</li> </ul>
<b>Ensure there is an inclusive culture across the Trust</b>	<ul style="list-style-type: none"> <li>• Implement actions to increase staff confidence in arrangements for raising and addressing concerns by end of September 2025, as evidenced by improvement in the staff survey results in the "raising concerns" category relative to the RJAHS score in 2024.</li> <li>• Implement actions to support our non-white ethnic staff groups by reducing the percentage of staff experiencing harassment, bullying or abuse from patients, relatives or the public in the last 12 months as evidenced in the staff survey results relative to the RJAHS score in 2024.</li> </ul>
<b>Recruit, retain and transform our workforce to provide an exemplar experience for our staff and patients</b>	<ul style="list-style-type: none"> <li>• Aligning our enhanced and advanced practice roles to national standards.</li> <li>• Sustain improved staff retention rates for 2025/26.</li> <li>• Actively recruit to substantive staff establishment to reduce reliance on bank shifts.</li> </ul>



2

## Develop our Veterans Service as a nationally recognised centre of excellence

How we will do it	Measure
<b>Veterans strategy in place that sets out the sustainable future model for veterans services</b>	<ul style="list-style-type: none"><li>• Veterans strategy to be agreed by October 2025 that sets out:<ul style="list-style-type: none"><li>◦ Clinical model for veterans services based on best practice guidance, supporting their broader wellbeing and social needs.</li><li>◦ Demand and capacity assessment for Veterans activity outlining the requirements for each department.</li><li>◦ Veteran affiliated Workforce plan to reflect capacity requirements</li></ul></li><li>• Sustainable financial model and commissioning arrangements.</li></ul>
<b>Develop our veterans rehabilitation pathway</b>	<ul style="list-style-type: none"><li>• Headley Court Veteran rehabilitation Programme Pilot to commence in December 2025 and be implemented for an 18-month period with monitoring and evaluation throughout the pilot phase to inform future decision making.</li></ul>

3

## Integrate the MSK pathways across Shropshire, Telford & Wrekin

### How we will do it

**Develop a single seamless MSK service working collaboratively with our partners**

**Deliver an MSK service that ensures equity of access and improves population health by meeting the needs of our population**

### Measure

- Establishing RJAHS as the lead provider for MSK services with governance structure in place through the establishment of the MSK provider collaborative board.
- Develop a 5 year plan for MSK across Shropshire, Telford and Wrekin.
- Ensure prioritised waiting list linked to health inequalities and addressing an inclusive approach to access.
- Improvements in access times for the MSST service.
- Pain service provision to be agreed across STW, inclusive of complex pain service provision.
- All Rheumatology patients for STW to be waiting less than 18 weeks for their first appointment by March 2026.



4

## Grow our services and workforce sustainably

How we will do it	Measure
<b>Delivering our services sustainably to meet the needs of our patients</b>	<ul style="list-style-type: none"> <li>• Increase substantive job planned plan capacity through consultant recruitment, team job planning, and increasing flexible sessions.</li> <li>• Implementation of outpatient follow up pathway protocols in line with GIRFT and other benchmarked best practice.</li> <li>• Spinal Disorders delivery model agreed that sets out the sustainable clinical, workforce and financial future model.</li> <li>• Meet the Trusts Cost Improvement programme efficiency target of 6%.</li> </ul>
<b>Develop our commercial and business strategy to enable services to thrive</b>	<ul style="list-style-type: none"> <li>• Commercial Income strategy to be signed off.</li> <li>• Recruit and develop the skills and resources required to strengthen commercial and business expertise within the organisation.</li> <li>• Deliver the planned level of private patient activity growth for 2025/26.</li> </ul>
<b>Expanding our reach and specialist expertise to other providers and sectors</b>	<ul style="list-style-type: none"> <li>• Provision of speciality leadership for orthopaedics to input into the governance and assurance of existing Powys Teaching Health Board delivered orthopaedic activity.</li> <li>• Joint Orthopaedic Consultant post appointment with Powys teaching Health Board outreaching into Llandrindod Wells Hospital.</li> <li>• Utilising the Memorandum Of Understanding with Royal Orthopaedic Hospital to collaborate and identify shared objectives and enable particular project workstreams to be delivered collaboratively.</li> </ul>

5

## Innovation, education & research at the heart of what we do



How we will do it	Measure
<b>Create the cultural environment to promote continuous Improvement</b>	<ul style="list-style-type: none"> <li>• Over 50% of all staff to have received quality improvement training.</li> <li>• Utilisation of the Clinical Innovation fund to implement Innovation initiatives.</li> <li>• Increased engagement by all professions with the Trust's Innovation Club.</li> </ul>
<b>Enhance Leadership and Management capabilities</b>	<ul style="list-style-type: none"> <li>• Deliver the Internal leadership programme to 5 additional cohorts in 2025/26</li> <li>• Develop a Trust competency framework for all management posts within the organisation.</li> </ul>
<b>Enhance capability and opportunities for research across all professions</b>	<ul style="list-style-type: none"> <li>• Increase the number of patients being offered participation in research to 1.8% of total patient episodes.</li> <li>• Increase the number of studies developed to full grant application by 5%.</li> <li>• Increase the number of peer reviewed publications by 5%.</li> </ul>
<b>Optimise the potential of digital technologies to transform care and improve outcomes</b>	<ul style="list-style-type: none"> <li>• Full implementation of Radar Healthcare to provide comprehensive quality management system.</li> <li>• Implementation of power Business Intelligence solution.</li> <li>• Implementation of an ambient AI solution for outpatient services.</li> </ul>
<b>Enhance capabilities and opportunities for Education to hospital university level standards</b>	<ul style="list-style-type: none"> <li>• Work collaboratively with Keele university to develop an agreed joint research strategy.</li> <li>• Increase the core number of university clinical academics by 3 posts.</li> <li>• Work towards increasing the Trust's Research Capability Funding (RCP) in line with meeting hospital university level standards.</li> </ul>