

# Corporate Priorities 2026/27

## Strategic Objective:



1

Deliver high quality clinical services



Recognised as outstanding  
for quality of care

Corporate Priorities	Actions for Delivery	Associated Outcomes	SRO	Delivery Lead	Assurance Committee
Ensure the highest standards of care for our patients	Systematic use of patient feedback, Patient-reported experience measures (PREMs) and Patient-Reported Outcome Measures (PROMs) informing continuous improvement ensuring patients are actively involved in informing service design and improvement.	<ul style="list-style-type: none"> <li>PROMS metrics</li> <li>Phased rollout of PREMS measures relating to: Communication &amp; Information Respect, Dignity &amp; Compassion Access &amp; Timelines Co-ordination &amp; Continuity of Care Environment &amp; Practical Experience Feeling Safe and Reassured</li> <li>Patient Engagement evidenced in service pathway redesign.</li> </ul>	CNO	ACN and Patient Safety Officer	Quality & Safety Committee
	Redesign our outpatient services to modernise pathways, utilise digital enablement, and improve flow adopting GIRFT best practice.	<ul style="list-style-type: none"> <li>Reduction in waiting list for new and follow up appointments.</li> <li>Increased patient satisfaction for access to services</li> </ul>	CMO	MD Specialist Unit	Finance & Performance Committee
	Improve the utilisation and efficiency of our operating theatres, including increasing our sessions per day and weekend utilisation adopting GIRFT best practice	<ul style="list-style-type: none"> <li>Reduction in waiting list for elective admissions.</li> <li>Increased patient satisfaction for access to services</li> </ul>	COO	MD MSK Unit	Finance & Performance Committee
Address equity of access and health inequalities for our catchment population	Reduce variation between English and Welsh waiting times to access services, by improving access to first appointments within 26 weeks and addressing our longest waiting patients.	<ul style="list-style-type: none"> <li>% of Welsh patients accessing first appointments within 26 weeks improved</li> <li>No Welsh patients waiting over 104 weeks for first definitive treatment</li> </ul>	COO	MD Specialist Unit MD MSK Unit	Finance & Performance Committee

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	Reduce variation in accessing services for our most deprived population to address health inequalities for our catchment population	<p>Metrics to focus on:</p> <ul style="list-style-type: none"> <li>DNA rate variation</li> </ul>	COO	MD Specialist Unit MD MSK Unit	Quality & Safety Committee
Develop our services through partnership and shared decision-making	Expand and embed integrated digital tools for our patients to improve accessibility to information and improve patient experience	<ul style="list-style-type: none"> <li>My Recovery extended in line with implementation plan</li> <li>NHS App further roll out in line with implementation plan</li> <li>DrDoctor patient booking roll out</li> </ul>	CMO	Deputy CMO	Digital, Education, Research, Innovation & Commercialisation Committee
	Strengthen the interface between GP and hospital services through enhancement of the Advice & Guidance and other established mechanisms to ensure seamless primary-care to secondary-care collaboration.	<ul style="list-style-type: none"> <li>Adherence to A&amp;G turnaround time</li> <li>Increase in A&amp;G for Specialist advice</li> </ul>	CMO	Deputy CMO	Quality & Safety Committee
Create a compassionate, inclusive and engaging cultural environment for our staff	Strengthen organisational development, internal communications, and staff engagement to create a culture where people feel empowered, informed, and aligned with our values.	<ul style="list-style-type: none"> <li>Implementation Plan agreed and monitored</li> <li>Strengthened mechanisms to receive staff feedback to ensure actions deliver intended outcomes.</li> </ul>	CP&CO	Associate CP&CO Communication	People and Culture Committee
	Implement actions to increase staff confidence in arrangements for raising and addressing concerns.	<ul style="list-style-type: none"> <li>Improved staff survey results for raising and addressing concerns.</li> </ul>	CP&CO	Trust Secretary Freedom to Speak Up Guardian	People and Culture Committee
Recruit, retain and transform our workforce to provide an exemplar experience for our staff and patients	Invest in our nursing and allied health professional workforce through advanced practice development and expanding our advanced practice workforce.	<ul style="list-style-type: none"> <li>Increased AHP workforce aligned to workforce plan</li> <li>Staff feedback demonstrating that are opportunities to improve my career in this organisation</li> </ul>	CNO	Nursing & Allied Professions Lead - Workforce	People and Culture Committee
	Invest in our medical I workforce through recruitment and opportunities for professional development and research	<ul style="list-style-type: none"> <li>Increased Medical workforce aligned to workforce plan</li> <li>Professional development area: 'train the trainer' development</li> </ul>	CMO	Director of Medical Education	People and Culture Committee

# Corporate Priorities 2026/27

## Strategic Objective:



**2** Develop our Veterans Service as a nationally recognised centre of excellence



Centre of Excellence for Veterans rehabilitation

Corporate Priorities	Actions for Delivery	Associated Outcomes	SRO	Delivery Lead	Assurance Committee
Veterans strategy in place that sets out the sustainable future model for veterans services.	Set out the Trust's long-term vision, priorities, and commitments for Veterans care working in collaboration with NHS commissioners, partners and Veterans.	<ul style="list-style-type: none"> <li>Trust Veterans Strategy agreed by the Trust to meet the Trust/s strategic objective.</li> </ul>	COO	MD Specialist Unit	Finance & Performance Committee
	Work with our partners to establish a NHS Veterans network to develop consistent models of excellence in care for veterans	<ul style="list-style-type: none"> <li>Veterans NHS network established</li> </ul>	COO	MD Specialist Unit	Finance & Performance Committee
	Working in collaboration with NHS commissioners at a local and national level to establish clearer funding streams for the veterans' service and better access to specialist veterans' services.	<ul style="list-style-type: none"> <li>Reduce the funding stream risk associated with LVA or IPFR for our patients</li> <li>Improved patient experience in accessing our services</li> </ul>	COO	MD Specialist Unit	Finance & Performance Committee
Develop our veterans rehabilitation pathway	Headley Court Veteran rehabilitation Programme Pilot to commence in May 2026 and be implemented for an 18-month period with monitoring and evaluation throughout the pilot phase to inform future decision making.	Demonstrate the benefit realisation of pilot to inform future service developments <ul style="list-style-type: none"> <li>PROMS</li> <li>Admission avoidance</li> <li>Patient experience</li> </ul>	COO	MD Specialist Unit	Finance & Performance Committee

# Corporate Priorities 2026/27

## Strategic Objective:



3

Integrate the MSK pathways across Shropshire, Telford and Wrekin



Single seamless local MSK service

Corporate Priorities	Actions for Delivery	Associated Outcomes	SRO	Delivery Lead	Assurance Committee
Develop a single seamless MSK pathway from prevention, early intervention to specialist care	Strengthen partnership working and collaboration across the system, full integration of the MSK pathway.	<ul style="list-style-type: none"> <li>Prevention programme for MSK established in partnership with Local Authority and NHS partners</li> <li>GP practices and Primary Care Networks collaboration embedded as part of the integrated MSK pathway.</li> <li>Integrated provider delivery model across provider partners</li> </ul>	COO	MD MSK Unit	Finance & Performance Committee
	Work in partnership with PTHB to develop their CMATs single point of access model and support their GIRFT improvement programme.	<ul style="list-style-type: none"> <li>Reduction in patients referred to secondary care to receive treatment that can be offered locally.</li> </ul>	COO	MD MSK Unit	Finance & Performance Committee
Deliver an MSK service that ensures equity of access and improves population health by meeting the needs of our population	Implementation of the agreed spinal pathway to ensure consistent, evidence-based care and the development of community and complex pain services to prevent requirement for surgical intervention and improve patient experience,	<ul style="list-style-type: none"> <li>Reduction in spinal disorders referrals to secondary care to receive treatment that can be offered locally</li> <li>Increase in patients accessing pain services to prevent the need for surgical intervention</li> </ul>	COO	MD Specialist Unit MD MSK Unit	Finance & Performance Committee

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<p>Preparing our workforce to deliver Neighbourhood Health models for MSK.</p>	<p>Undertake a comprehensive review of therapy and MSST services to ensure services are efficient, seamless and aligned to future neighbourhood health models.</p>	<ul style="list-style-type: none"> <li>• Workforce requirement to deliver MSK Neighbourhood health quantified and agreed across STW</li> <li>• Workforce and service development programme agreed with system partners based on best practice.</li> </ul>	<p>COO</p>	<p>MD MSK Unit</p>	<p>People and Culture Committee</p>
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# Corporate Priorities 2026/27

## Strategic Objective:



4 Grow our services and workforce sustainably



Outreach of our specialist expertise

Corporate Priorities	Actions for Delivery	Associated outcomes	SRO	Delivery Lead	Assurance Committee
Delivering our services sustainably to meet the needs of our patients.	New theatre to be commissioned and operationalised to deliver improved access to services to return to constitutional standards.	<ul style="list-style-type: none"> <li>Increase in the number of elective patients treated per annum.</li> <li>Reduction in waiting list for elective admissions.</li> </ul>	COO	MD MSK Unit	Finance & Performance Committee
	Ensuring that our workforce is able to deliver services sustainably to meet the needs of our patients.	<ul style="list-style-type: none"> <li>Workforce recruitment and development programme in place informed by best practice and future service models</li> </ul>	CPO	Associate CP&CO	People and Culture Committee
Develop our commercial strategy and support unlocking value for reinvestment into NHS services	Develop a comprehensive commercial strategy over the coming year, focusing on delivery of opportunities that create value for reinvestment in NHS patient care and hospital services.	<ul style="list-style-type: none"> <li>Increase in commercial income contribution to deliver NHS services per annum</li> </ul>	CF&CO	Commercial Director	Digital, Education, Research, Innovation & Commercialisation Committee
	Enhancing income commissioning through the development and application of best-practice approaches for reviewing tariffs and payment structures	<ul style="list-style-type: none"> <li>NHS clinical income reflecting service delivered</li> </ul>	CF&CO	Deputy CFO	Finance & Performance Committee
Expanding our reach and specialist expertise to other providers and sectors	Collaborate with Royal Orthopaedic Hospital to deliver particular project workstreams based on an agreed set of objectives.	<ul style="list-style-type: none"> <li>2026/27 deliverables to be confirmed</li> </ul>	All	Project specific: TBC following Board to Board session.	Trust Board Relevant Committees to have oversight of specific priority areas

# Corporate Priorities 2026/27



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

University Hospital level  
education, research and  
innovation

## Strategic Objective:

Corporate Priorities	Actions for Delivery	Associated Outcomes	SRO	Delivery Lead	Assurance Committee
Create the cultural environment to promote continuous Improvement	Develop the capability and capacity of our workforce to drive service transformation, adopt new models of care, and contribute to long-term organisational sustainability of services whilst improving productivity	<ul style="list-style-type: none"> <li>Targeted staff feedback to assess confidence and capability in making and implementing improvements, including specific questions aligned to continuous improvement behaviours.</li> </ul>	CNO & CPO	Associate CP&CO Head of Improvement and Business Insights PMO lead	Digital, Education, Research, Innovation & Commercialisation Committee
Enhance Leadership and Management capabilities	Leadership Development programme to strengthen leadership and management capability across the Trust.	<ul style="list-style-type: none"> <li>Roll out of Leadership development programme for 2026/27</li> </ul>	CPO	Associate CP&CO	People and Culture Committee
Optimise the potential of digital technologies to transform care and improve outcomes	Stabilise and optimise existing digital technologies adopted by the Trust	<ul style="list-style-type: none"> <li>Delivery of the 2026/27 programmes from the Digital Roadmap</li> </ul>	CF&CO	CDIO	Digital, Education, Research, Innovation & Commercialisation Committee
	Embed the necessary infrastructure and governance to deliver a clinically led, digitally enabled innovation programme to support delivery of the Trust's digital roadmap and supporting productivity improvement.	<ul style="list-style-type: none"> <li>Clinical membership and supporting clinical stakeholder groups defined within our digitally enabled innovation programme</li> </ul>	CF&CO CMO	CDIO	Digital, Education, Research, Innovation & Commercialisation Committee

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Recognition of our innovation, educational and research capabilities as an organisation	Application for university hospital status assessment to be completed.	<ul style="list-style-type: none"> <li><u>University hospital status achieved</u></li> </ul>	CMO	Research Manager	Digital, Education, Research, Innovation & Commercialisation Committee
	Partnership working and collaboration regional and national teams to deliver innovation, education and research programmes.	<ul style="list-style-type: none"> <li>Number of regional and national improvement programmes with RJAH participation</li> <li>Number of regional and national research studies with RJAH participation</li> <li>Educational programmes delivered by RJAH to other partners and in partnership with other organisations</li> </ul>	COO  CMO  CPO	Head of Improvement and Business Insights PMO lead  Associate Medical Officer for Research and Outcomes and Research Manager  Associate CP&CO	Digital, Education, Research, Innovation & Commercialisation Committee