



# **BRITISH ORTHOPAEDIC ASSOCIATION**

## **Strategic Plan**

**2025–2029**





## **Relieving Pain, Restoring Function, Transforming Lives**

Our vision is a future where world-class musculoskeletal care transforms lives –alleviating pain, restoring mobility, and enhancing quality of life for all. By driving forward pioneering education, embracing emerging technologies, and forging strong partnerships, we aim to shape a dynamic, responsive, and innovative Trauma and Orthopaedics (T&O) landscape.

As a leading voice in T&O, the British Orthopaedic Association (BOA) is dedicated to addressing the key issues impacting the delivery of surgical services. Through meaningful engagement with stakeholders and sustained advocacy, the British Orthopaedic Association leads efforts to raise standards, address systemic challenges, and champion advances that benefit both patients and professionals. Our vision is rooted in a commitment to excellence—empowering the T&O community and continually improving care across the UK.



## **Mission**

### **Advancing professional excellence in trauma and orthopaedics**

We achieve this by providing leadership across the specialty, setting and upholding the highest standards in clinical practice, and fostering a culture of continuous improvement.

We are committed to supporting our members through outstanding education, comprehensive training, and lifelong professional development. By championing cutting-edge research and driving innovation, we ensure that trauma and orthopaedics remains at the forefront of evidence-based, patient-centred care. Our work empowers clinicians to achieve the best possible outcomes for patients and sustains the specialty as a progressive, responsive, and expert-led field.

# BOA Values

Our work is rooted in five fundamental values that guide everything we do:



As a member of the British Orthopaedic Association (BOA), this strategic plan is designed to directly support and enhance your professional journey. By focusing on four key pillars—driving excellence, developing the profession, advocating for trauma and orthopaedics, and championing research and innovation—the BOA aims to provide you with the representation, resources, and opportunities necessary to thrive in your practice.

You'll benefit from access to clear clinical standards, strong representation, high quality educational programs, and a robust professional community that fosters collaboration and growth. The BOA's commitment to advocacy ensures that your voice is heard in policy discussions, while its emphasis on research and innovation keeps you at the forefront of advancements in the field. Together, these initiatives are tailored to empower you to deliver the highest quality care to your patients and to advance the field of trauma and orthopaedics across the United Kingdom.

# Strategic Priorities 2025–2029

Our strategic priorities are designed to elevate the standard of T&O practice, shape the future workforce, advocate for our profession, and accelerate research and innovation.

These are structured into four key pillars of action:

## 1 Drive Excellence

Committed to delivering the best MSK care by setting high standards, supporting clinicians, and safely integrating advanced technologies

## 2 Develop the Profession

We aim to inspire and empower the current and future T&O workforce by supporting their development and enabling them to succeed

## 3 Speak Up for T&O

As the leading voice for trauma and orthopaedics, we advocate for our members and patients, shaping policy through strong relationships with key stakeholders and decision-makers

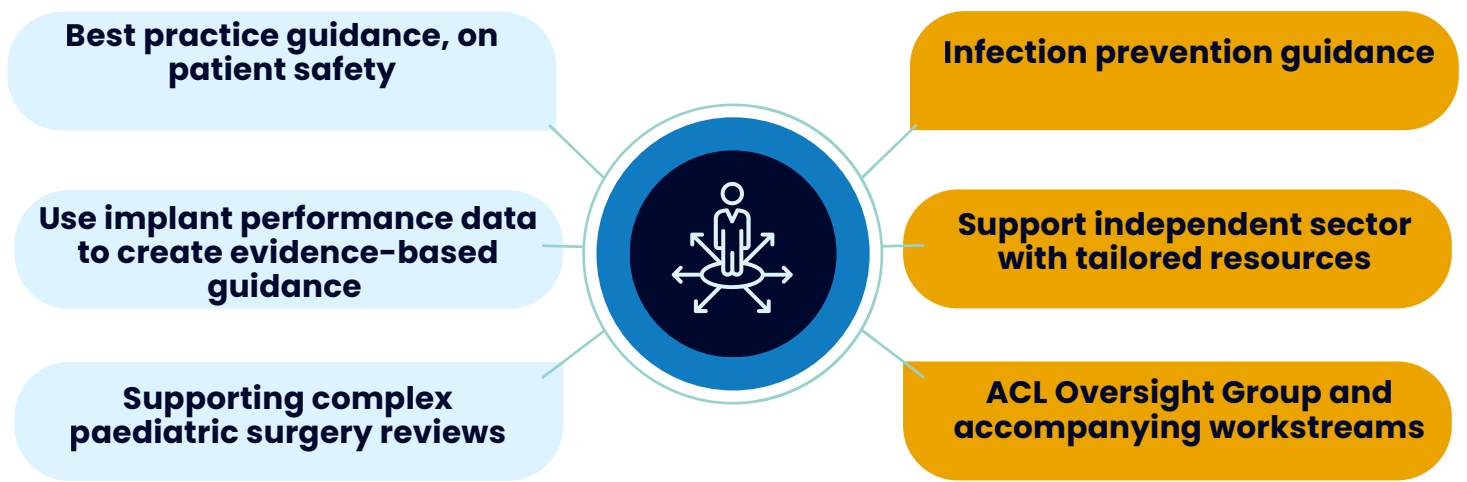
## 4 Champion Research and Innovation

We foster world-class research and innovation, developing new treatments and technologies to transform patient outcomes and practice.

# Driving Excellence

The UK T&O sector faces insufficient capacity with delayed trauma and elective procedures, workforce challenges, and unwarranted variations in patient care standards. This strategic goal addresses these issues by embedding high standards and consistent, evidence-based practices.

Some examples of the activities planned or undertaken



We are committed to providing the best MSK patient care. Improving clinical outcomes through setting standards and evidence-based best practice. Working to support clinicians and championing the safe introduction and integration of advanced healthcare technologies.

## Addressing Key Challenges in T&O

The UK T&O sector faces insufficient capacity with delayed trauma and elective procedures, workforce challenges, and unwarranted variations in patient care standards. This strategic goal addresses these issues by embedding high standards and consistent, evidence-based practices.

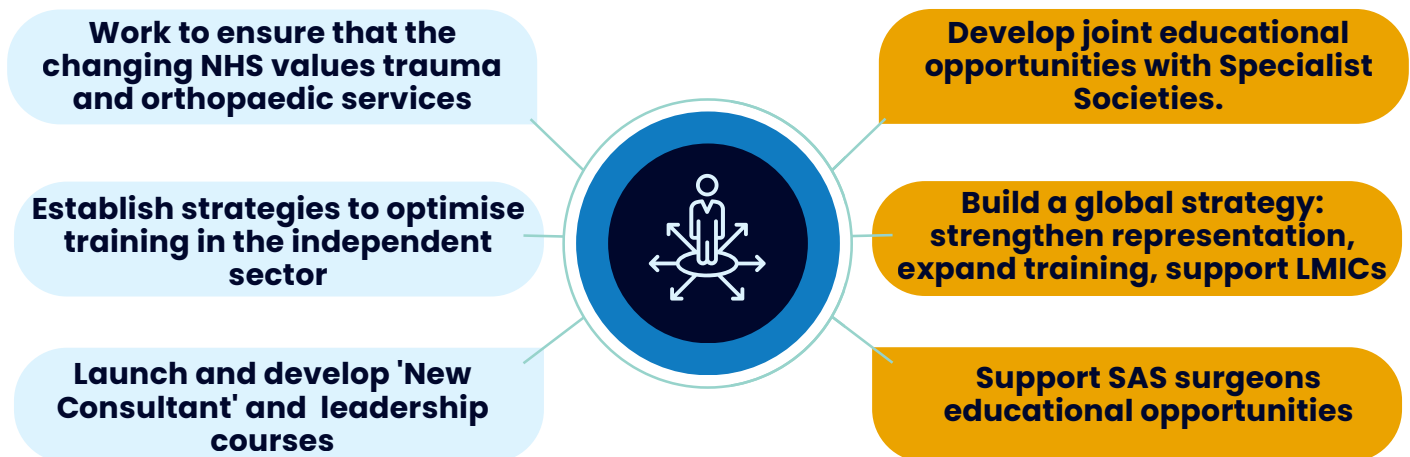
### Key Actions:

- Develop and promote best practice standards and guidance for the whole T&O community
- Drive initiatives to reduce inequality of outcomes and eliminate unwarranted variation.
- Champion sustainability, drive productivity and efficiency by promoting innovative technologies and better resource management.
- Drive systemic improvements of patient outcomes through the provision of expert advice on the delivery of T&O services.

# Develop the Profession

Inspire and empower the T&O workforce by supporting development, valuing all roles, and tackling challenges in planning, training, morale, and retention

Some examples of the activities planned or undertaken



We aim to inspire and empower the current and future T&O workforce by supporting their development and enabling them to succeed.

## Addressing Key Challenges in T&O

While the UK currently has a strong pool of trained T&O surgeons, the profession faces challenges in workforce planning, training delivery, maintaining enthusiasm and throughout a career, ensuring all roles are valued—including SAS surgeons and locally employed doctors. System pressures, increasing clinical demand, and conditions further impact morale and retention. The BOA needs to work with system leaders to align workforce planning with service needs and future care models.

## Key Actions:

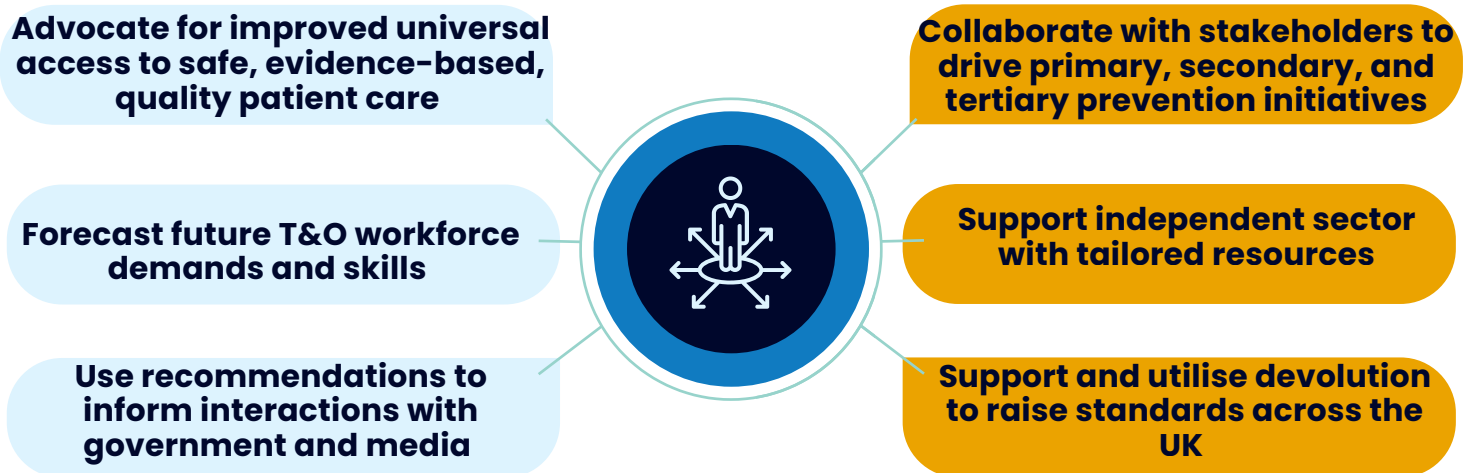
- Champion careers in T&O from the very earliest opportunity, across all grades. Upholding the highest training standards, advocacy and curriculum development to attract and retain talent.
- Deliver comprehensive educational opportunities that support individual and team development across all grades, enhancing both the quality and accessibility of learning opportunities.
- Position the BOA as a global leader in orthopaedics, securing international representation and developing support for low and middle-income countries
- Uphold the annual Congress as the premier T&O development and networking event, fostering national debate on key industry and wider relevant issues, with a focus on strengthening the T&O community, influencing policy discussions and supporting clinicians.



# Speak Up for T&O

Advocate for members and patients by shaping policy, building stakeholder influence, and securing resources to address capacity, excellence and sustainability

Some examples of the activities planned or undertaken



As the leading voice for trauma and orthopaedics, we advocate for our members and patients, shaping policy through strong relationships with key stakeholders and decision-makers.

## Addressing Key Challenges in T&O

Healthcare capacity, funding and post-pandemic recovery continue to impact the T&O workforce and patient care. Advocacy ensures the T&O community achieves the recognition and resources it needs.

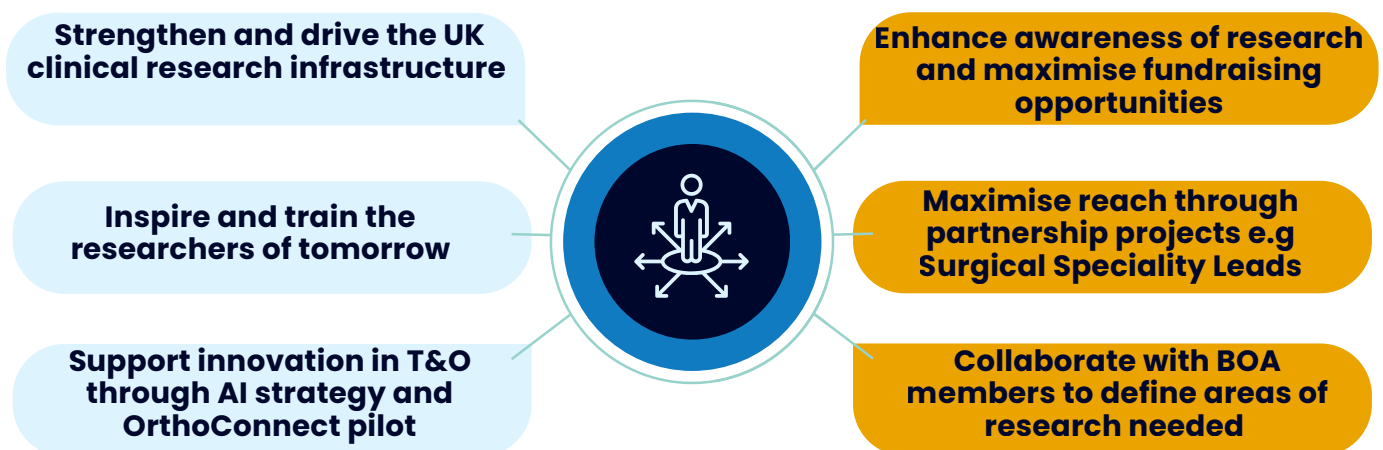
### Key Actions:

- Advocate for improved universal access to safe, evidence-based, quality patient care challenging the status quo when evidence supports the need for change.
- Collaborate with stakeholders to drive primary, secondary, and tertiary prevention initiatives, to reduce the burden of musculoskeletal conditions and benefit patients, the wider-public and the profession.
- Develop a greater understanding of the current and future challenges within the T&O service, actively engaging with members to better represent the profession across all sub-specialties
- Forge and sustain robust relationships across MSK care, to engage and educate the public, influencers and policymakers and to ensure T&O voices are considered in healthcare decisions.

# Champion Research and Innovation

Foster research and innovation to transform outcomes, ensuring safe, evidence-based adoption of new technologies such as robotics and AI

Some examples of the activities planned or undertaken



We foster world-class research and innovation, developing new treatments and technologies to transform patient outcomes and practice.

## Addressing Key Challenges in T&O

Technological advances like robotics and AI offer transformative potential but are as yet unproven in the MSK field and limited by financial and resource constraints. Our strategy will ensure safe, evidence based and responsible adoption for maximum patient and system benefit.

### Key Actions:

- Strengthen and drive the UK clinical research infrastructure and inspire and train the researchers of tomorrow.
- Forge strategic partnerships with key stakeholders to accelerate growth in research and innovation
- Support development of technologies such as robotics, AI, and informatics.
- Actively communicate research findings to our membership and a broader audience, aiming for an increase in engagement and a growth in outreach channels



# Strategic Enablers

As the professional home for Trauma & Orthopaedics, the BOA is committed to engaging its members, ensuring relevance and representation, providing value, upholding excellent governance, and diversifying income to secure long-term sustainability.



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## Addressing Key Challenges in T&O

The BOA must stay financially viable and it should expand to serve a growing membership base effectively. This includes enhancing services, engagement, and revenue diversification.

### Key Actions:

- Champion diversity, equity, and inclusion in T&O by leading efforts to challenge discrimination, harassment, and poor practices.
- Build strong membership engagement by offering valuable services and benefits.
- Ensure strong governance and ongoing financial sustainability by diversifying revenue streams, and enhancing fundraising efforts to support long-term goals.
- Develop our communication to ensure content meets members needs, remains relevant, up to date and engaging.

# Membership Growth and Value



## Member Growth

Membership Development Plan to boost recruitment and retention, with clear metrics to track progress and impact



## Leadership Development

Provide leadership development through training and networking, and active roles in BOA governance and advocacy



## Members in Need

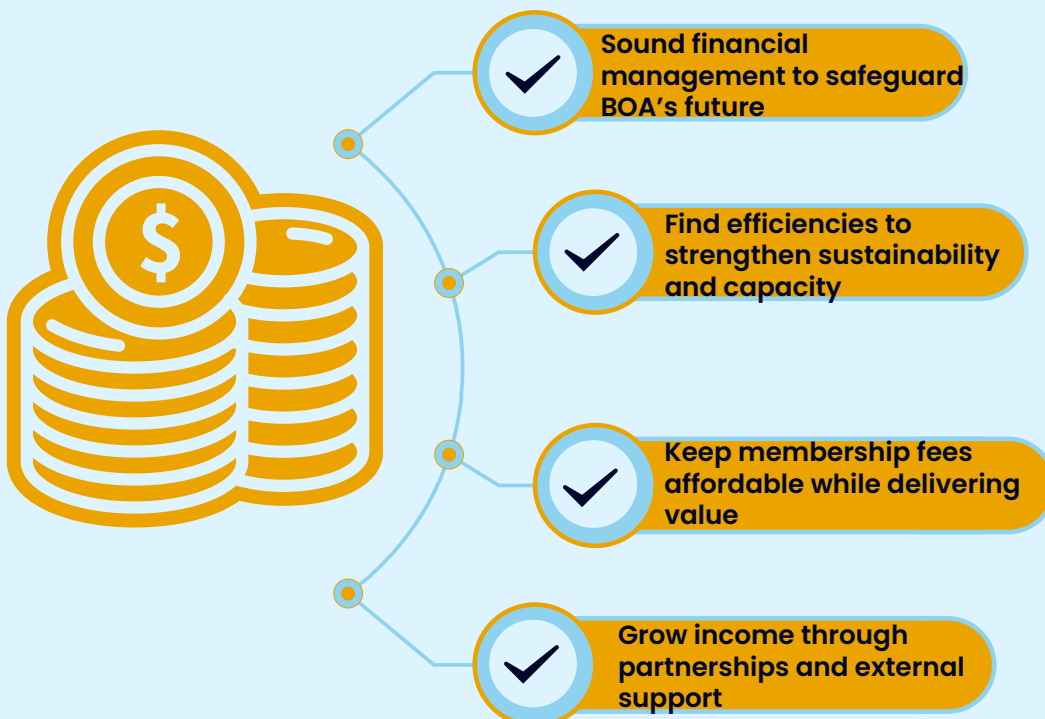
Better use of the Benevolent Fund and promote it more effectively, so members in need can access timely support when it matters most.

# Financial Sustainability

We are committed to the sound financial management of the BOA.

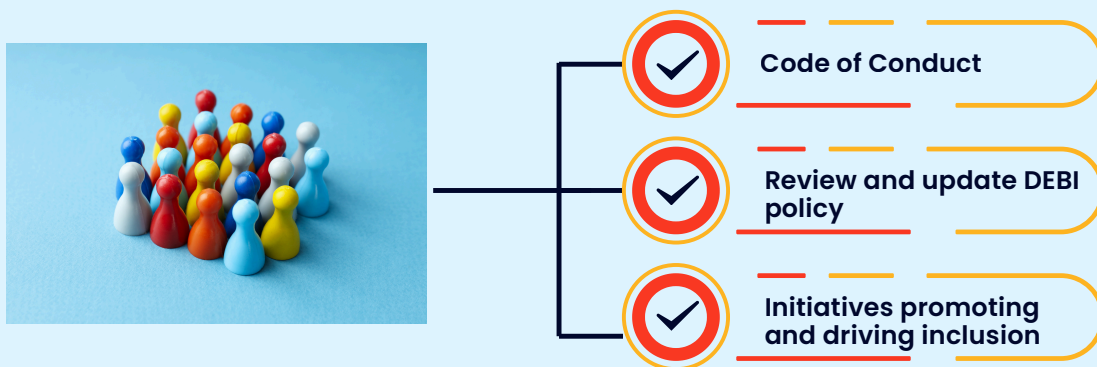
Careful stewardship will ensure membership fees remain affordable, while enabling us to invest in services that deliver value for our members.

We will strengthen the Association's sustainability and capacity to serve the T&O community for the long term



# Diversity, Equity, Inclusion and Belonging

The British Orthopaedic Association (BOA) is committed to placing Diversity, Equity, Inclusion and Belonging (DEIB) at the heart of trauma and orthopaedic surgery. We believe that a profession reflective of the population it serves is better equipped to deliver compassionate, innovative, and high-quality care. By embedding fairness and respect across our work, we aim to cultivate an environment where all individuals—regardless of background, identity or circumstance—are supported to thrive professionally and personally.



## Strategic Priorities for DEIB

To deliver lasting change, the BOA has established clear priorities:

### Build an Inclusive Culture

- We are fostering a professional community in which all members feel recognised, welcomed, and valued. This includes promoting a culture where lived experience is respected and belonging is a core outcome—not an afterthought.

### Advance Equitable Access

- We are identifying and addressing systemic barriers to participation in orthopaedics. This includes broadening access to leadership, training, and academic opportunities—particularly for women, racially and ethnically minoritised individuals, LGBTQ+ professionals, and people with disabilities.

### Support Career Development Across All Stages

- Our work includes the development of equitable recruitment, retention, and progression frameworks that enable individuals to succeed from medical school through to senior consultant roles.

### Embed DEIB Across Governance and Activity

- DEIB principles are being integrated across all BOA operations—from Congress programming to communications, decision-making, and professional development—ensuring that diverse perspectives shape the Association's future.

### **Uphold Respect and Safety in the Workplace**

- We are committed to ensuring that every orthopaedic professional works in an environment free from harassment, discrimination, or bias, and is treated with dignity and professionalism at all times.

### **Equip Members to Lead Inclusively**

- We are empowering orthopaedic professionals to act as advocates and allies. By embedding inclusive leadership into everyday practice, we can drive equity throughout our institutions and improve outcomes for colleagues and patients alike.

## **Initiatives and Programmes**

To achieve these objectives, the BOA has introduced targeted initiatives:

### **Inclusive Orthopaedics Initiative**

- In partnership with industry, this programme promotes the development of surgical instruments that accommodate a range of ergonomic needs—addressing barriers faced by individuals with smaller hands, those who are left-handed, or who have disabilities.

### **Culture & Diversity Champions Programme**

- In collaboration with the British Orthopaedic Trainees Association (BOTA), this initiative supports a network of regional champions—both trainees and consultants—who lead efforts to build inclusive local communities within orthopaedics.

### **Active Bystander Training**

- Led by Surviving in Scrubs. A toolkit to empower surgeons & staff to take a stand against bullying, harassment and unwanted sexual behaviour and to support individuals who had experienced any of these.

### **Return to Work**

- Peer led online and face to face workshops, supporting surgeons returning to training after time out. the sessions offered clinical refreshers, guidelines updates, practical support and networking.

### **Code of Conduct**

- Strengthened the Code of Conduct to reflect and reinforce high standards of practice. The updated Code clearly outlines expectations for respectful, inclusive behaviour across all professional interactions, emphasising zero tolerance for discrimination, harassment, or bias. It supports members in fostering equitable environments, promoting allyship, and upholding the highest standards of professionalism.

This strategic plan is more than a response to current challenges; it is a forward-looking commitment to lead the future of trauma and orthopaedics. Through focused action in clinical excellence, workforce development, advocacy, and innovation, the BOA will empower its members and transform outcomes for patients.

With a united profession and a shared vision, we are building a future where trauma and orthopaedic care consistently delivers the highest standards. By investing in our people, championing innovation, and staying true to our values, we will continue to strengthen the role of T&O across the healthcare system—both now and for generations to come.

