

# At the centre of heart and lung care

Strategy  
2026  
2031

## Our mission, vision and values

**Our mission** is to transform what is possible for patients with heart and lung conditions. We deliver outstanding care by building thriving teams.

**Our vision** is to be a centre for heart and lung care which is renowned for clinical excellence, innovative partnerships, and where every member of staff is valued, empowered and proud to work here.

All of this will be delivered consistently in line with **our values** of compassion, excellence and collaboration.

## Background

**Our organisation was set up more than 100 years ago in order to give the best care we could for some of the most unwell people in the country.**

Much has changed since 1918 and our beginnings as a colony for people with tuberculosis. But throughout we've kept our focus on finding new ways to provide excellent care, caring for hundreds of thousands of patients and performing treatments for the first time in the UK, or even the world.

The last decade has been one of the most momentous in our history. We have a new hospital, we continued through the Covid-19 pandemic, and we are now treating more people than ever before.

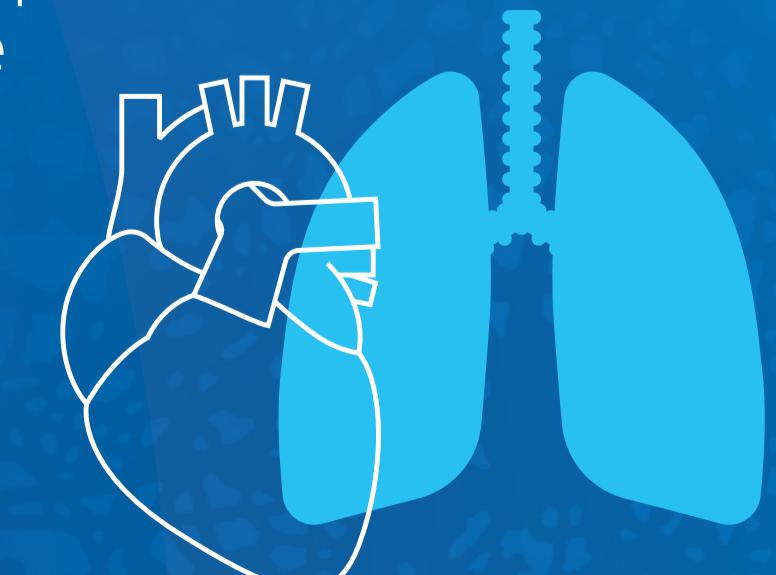
As we look to our next five years, we will change again to ensure we can provide and support even better care in the East of England, and across the UK.

## Beyond our walls

**Our hospital primarily serves the East of England.** Providing specialist services for our region, along with our remarkable research, education and innovation, will always be at the core of what we do as an organisation. Yet we have additional roles locally in Cambridgeshire, nationally across the UK, and internationally.

We will go beyond being a hospital – a single building in one place. When we describe Royal Papworth as a centre for heart and lung care, we mean acting as a hub of expertise, partnership, and learning that reaches far beyond our walls.

By 2031, we will measure our success not only by what happens inside our hospital, but by the wider difference we make – to the communities in better health, the professionals we support, and the future treatments we help create.



## Strategic aims

Getting to our vision will require changes across everything we do. This includes work on **six specific areas**.

**By 2031 we want to be a centre for heart and lung care which is renowned for...**

### Clinical excellence

#### **Focusing on clinical excellence in our services**

By 2031, we will be a centre where patients know they will receive world-class specialist care, and where other health providers come to learn and collaborate with us.

#### **Creating a culture of innovation, team-working and learning**

By 2031, we want to be recognised for exceptional team-working, where innovation happens at every level and teams are empowered and trusted to make improvements.

### Innovative partnerships

#### **Partnering locally and regionally to extend our impact**

By 2031, we will work in partnership to extend the reach of specialist heart and lung expertise. This will mean more people will benefit from prevention, earlier diagnosis, and better access to specialist knowledge closer to home.

#### **Leading nationally and internationally in heart and lung care**

By 2031, we want to be a leading voice in heart and lung care nationally and internationally. We will help raise standards through innovative partnerships with NHS organisations, research institutions, industry, charities and beyond.

### Where every member of staff is valued, empowered and proud to work here

#### **Ensuring all staff are valued and empowered**

By 2031, we want to be known as an exemplary employer. Staff across all roles and levels will feel genuinely valued, heard, and supported to do their best work.

#### **Getting the basics right**

By 2031, our facilities, digital systems, and processes work reliably and efficiently. Getting the fundamentals right creates the foundation for everything else we want to achieve.

