



2023 - 2027 Strategy

Foreword

The Board of Kids Operating Room (KidsOR) are delighted to be making this public declaration of our goals and ambitions for the next five-years of our work. We have already achieved so much, but we have no intention to sit back and accept that this is enough. Nor will we rest until our vision of a world where every child has access to safe surgery is achieved.

KidsOR is an ambitious organisation. We are a charity with an entrepreneurial spirit and we are hungry to deliver real change for children who need surgical care.

Over the next five-years we will press for improved quality and quantity of surgical care, continuing to adopt a locally led approach to hospital selection and scholarship development ensuring we avoid falling into the trap of imposing colonialist-style aid.

We also increasingly see and hear that the provision of care at the District Hospital level is key to the delivery of quality, local care and we will embrace this message in our approach during the timeframe of this strategy.

“Taking the best possible care as close to the patient as possible benefits them and their families”, is a message we hear from partner doctors and nations. It is something we plan to focus on through both training and tailored infrastructure investment during the implementation of this strategy.

We are an equal opportunities employer that abhors discrimination of any type and one that is actively anti-racist. Our single vision of a world where every child has access to safe surgery will only be achieved if we have as wide and diverse a team as possible. We will take ever more uncompromising steps to live this value throughout the lifetime of this strategy and beyond.

Over the next five-years we will significantly scale our activities to ensure we can provide at least 200,000 children a year with access to high quality, safe surgery by the end of 2027. This is an extremely ambitious target, but we know that it can transform lives, communities and even nations if we achieve it.

Throughout this strategic phase we will focus our message not just on the new Operating Rooms, but also on the children our work grants life-saving and/or life-changing care to.

To reach this number of children we will expand beyond our current partner countries and will continue to seek partners with similar values to ours who we can work with to give every possible child the care they need.

We also believe that innovation will be key to how we develop during the next five-years. We will look for opportunities to innovate both in our service delivery and in our income generation. We will embrace opportunities to commercialise our activities where sufficient profit can be returned to our core activity and when doing so does not derail our primary focus.

We will always look back, too, at the installations already completed. We will ensure there is an appropriate handover of responsibility for maintenance to the hospital or agree new maintenance programs with them – at every juncture seeking to ensure no patient care is lost to downtime of the Operating Rooms.

And we will increase our voice and profile as an advocate for surgical care in the coming years. Building an ever-stronger research platform with more publications and keynote presentations, we will use our growing evidence of impact to advocate for further investment in surgical services and stronger health systems.

Finally, we will always have sustainability at the core of our decision-making processes. Being carbon responsible, utilising the latest technology to shift towards solar powered Operating Rooms, and seeking out suppliers who also take their environmental responsibilities seriously will be a core factor in how we work and who we work with.

Garreth Wood, Chairman
January 2023





About Us

Kids Operating Room is a global health charity focused on the provision of safe surgery for children.

We create world-class Operating Rooms in low-resource settings, typically through the redevelopment and refurbishment of existing spaces in public hospitals. Each new Operating Room is designed for the space identified by the local hospital and is developed with the local skill set in mind. An average Operating Room will contain more than 3,000 items of brand-new equipment.

We design these Operating Rooms to be child friendly spaces, recognising that the children will be awake when they are brought into the space. Our designs focus the child's attention away from the machinery and give them comfort that this is a place where they will receive the care they need.

By providing high-quality tools in a high-quality environment, we help retain skilled staff in country and in those hospitals where they are needed the most.

Where the right skills mix does not exist to provide quality care in a region or area of high need, we will support the necessary training through the provision of a scholarship. This is done with the support of the Ministry of Health to ensure the qualifying person is employed after graduation in the agreed hospital or region.

We also work with Ministries of Health to support the development of their plans for children's surgical services, which in turn ensures the hospitals we invest in are those prioritised by the national and local health leadership.

Our approach is not to impose an investment but rather to support the local health system to strengthen in the way the local team plan that to happen.

Once installed, we sustain the delivery of safe surgical care through a maintenance and servicing program for the equipment. This service is delivered by local engineers and supported by our UK-based team. Our replica Operating Room allows training and troubleshooting video sessions to be carried out, reducing unnecessary travel and disposal of repairable equipment while enhancing in-country engineering skills.

We carry out a significant data analysis program to evaluate our impact. In partnership with UCSF, we monitor activity in all our Operating Rooms through the recruitment of local data collectors. This data is used to inform future investments, contribute to the wider evidence base around surgery in LMICs and to support our fundraising efforts. Importantly, this also ensures we are transparent about what happens after we make an investment of surgical infrastructure, which gives all partners confidence in the work they are supporting.

Finally, we advocate for change. Using our experience from the front line of care in hospitals across the world and our substantial evidence base of the many operations recorded in our data program, we help make the case for increased investment in high-quality surgical services and the wider strengthening of health systems. We advocate for greater awareness of children's surgery as a vital component of health systems in low-resource settings and for more evidence based, health system strengthening focused investments from high-income countries.

Vision, Mission and Values

At the heart of this strategy is a commitment to the guiding principles contained within our vision, mission and values.



Vision

A world where every child has access to safe surgery.

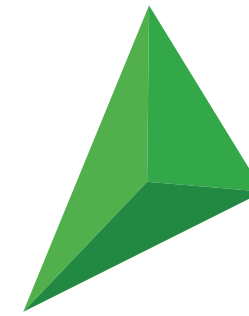
Mission

1. Provide dedicated, specialist facilities and equipment for children's surgery in low-resource settings.
2. Support surgical teams to deliver safe surgery for children.
3. Evaluate and report on our impact.
4. Advocate for children denied access to safe surgery.

Values

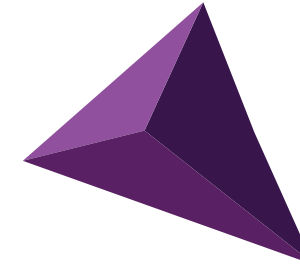
We are a values driven organisation and in developing this strategy we have ensured our values underpin and drive our ambitions. We have produced a five-year strategy that sets ambitious, longer-term objectives that align with our values of being responsible, innovative, evidence-based, collaborative, trusted and fun.

These values are cross-cutting themes running through all of our objectives. They will guide us to achieve our goals effectively, efficiently and responsibly. They are:



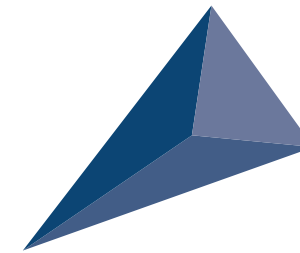
Collaborative

We will continue to strengthen existing partnerships and seek out new ones where working with another organization will bring about access to care quicker and/or safer. We will endeavour to work with those organisations who share our values of quality health system strengthening over outdated mission-based care.



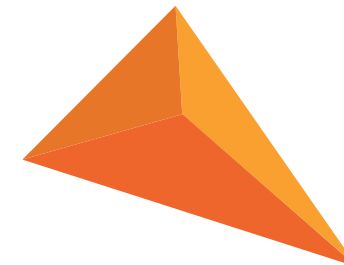
Evidence Based

We will grow our research program and use this to inform local public health actions that might reduce demand for care, an increased profile for children's surgery in low-resource settings; and a move towards health system strengthening funding from high-income donor nations.



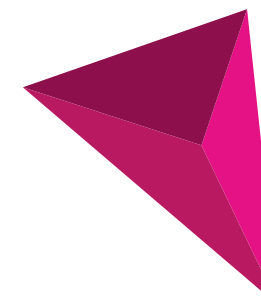
Trusted

We will aim to be trusted by clinicians to play a key role in their patients' care, trusted by donors to use their funds wisely, trusted by policy makers to support good decision making and respected by all through consistently high achievement.



Innovative

We will embrace opportunities to innovate both in how we generate funds and how we spend them. We will seek out new technologies and support R&D in the surgical systems we are responsible for. We will adopt an entrepreneurial approach to income generation, embracing both traditional models and such other methods as allows us to further widen access to care. We will do this while never placing anything above the delivery of high-quality patient care.



Fun

We will be a leading employer, celebrating success wherever that may be and always promoting team welfare and equality. We will recognise supporters and bring them with us on this journey and we will always seek to ensure everyone involved in KidsOR understands their importance, how they are making a difference and have them enjoy being part of that process.



Responsible

We will prioritise quality and the management of risk at every level to ensure the safe delivery of our work. We will invest in our team to give them the greatest chance to succeed, and we will take measures to ensure we remain a diverse team with equality of opportunity for all. We will adopt an aggressive stance on reducing our carbon footprint, which will involve both internal change and the careful selection of suppliers to ensure our approach to carbon responsibility is not simply a green wash of existing actions.



Sustainability

In all we do, we recognise the need for sustainability. In the equipment we provide, in the way we work, how we impact on the environment, and in how we generate income. An organisation-wide objective, underpinning the four strategic objectives, will be to ensure we are a sustainable organisation.

Across the organisation, annual business plans will require detailed analysis of how such actions move the organisation towards ever greater sustainability.

Strategic Objectives

From the four pillars of our mission statement we have drawn four key strategic objectives. Over the next five years, we will work to deliver these strategic objectives with every team member's individual objectives relating to the successful completion of one of these. An annual business plan will identify how each year's work will lead towards the successful completion of these strategic objectives by the end of 2027:

1. Create capacity for 200,000 children a year to access safe surgery.
2. Deliver 1,000 training opportunities.
3. Data collection in all new partner hospitals for at least 3 years followed by transition to locally led data control. 20 peer reviewed publications.
4. Surgery for children a core pillar in National Plans in at least 10 low-income countries. Funding shift towards wider health system strengthening (including surgery) from select donor nations.



