



**20 Million Reasons** Strategy summary 2026 – 2031



**Despite advances in treatment, I have often felt exhausted and disempowered by a fragmented healthcare system. Care still works on a single disease model. Professionals rely on patients to connect services. ‘Shared care’ can mean neither GP nor hospital takes responsibility. We need joined up, flexible, person centred care that recognises real lives.**

**Jane Taylor**  
Person with lived experience



## From our Chair

I am delighted to introduce our new strategy to our members, partners, stakeholders and colleagues. This strategy sets a clear direction for the next five years. Our members want ARMA to have focus, ambition and impact. It will ensure ARMA remains independent, credible and sustainable, so that we make progress towards our collective vision.

**Chris Martey**  
Chair



## From our Chief Executive

Over **20 million people** live with MSK conditions in the UK. For MSK health to be taken seriously, we must speak with one strong voice. We must be bolder, more focused, more influential over political and health system priorities, and say the things that need to be said. We must turn many voices into one national force for change. There are **20 million reasons** this strategy matters.

**Adrian Bradley**  
Chief Executive



# About us

The Arthritis and Musculoskeletal Alliance (ARMA) is an independent, member led charity, speaking with one clear voice for the **20 million people** living with musculoskeletal (MSK) conditions.

We are unique in bringing together the full range of professional disciplines across the MSK workforce spanning NHS, independent, social care and community settings.

MSK health is still not treated as a national priority. ARMA exists because **that won't change unless we act together.**

## About MSK health

MSK conditions are the leading cause of disability and the most common cause of workplace sickness absence in the UK. They also account for up to 30% of GP consultations (in England) and a large share of outpatient care and surgery.

But the greatest impact is on people's lives. MSK conditions cause pain, fatigue and reduced mobility, limiting independence and participation in work, family and community life.

**MSK health is fundamental to the wellbeing, productivity and prosperity of our nation.**





**Our vision.**  
**Better MSK health for everyone.**

# Our mission.

**Unite patients,  
professionals and  
researchers to  
champion MSK health,  
influence national  
policy and drive  
lasting change so  
everyone can live well.**



# Our ambitions

**A whole system approach to better MSK health for everyone.**

**Make MSK health a national priority so more people can live well, move well and stay independent.**

**Better MSK prevention, treatment, care and outcomes.**

**Improve MSK outcomes by ensuring people can access timely, person centred care and treatment, backed by a strong MSK workforce across NHS, independent and community settings.**

**An alliance that strengthens collaboration and shared impact.**

**Build unity and shared action across the MSK community so members achieve more together than any organisation can alone.**

**A strong, sustainable and member led charity.**

**Strengthen ARMA's governance, communications and finances so we deliver value and influence for members.**

# ARMA on one page



To change systems, we must influence.  
 To influence well, we must collaborate.  
 To collaborate well, we must be strong and sustainable.

Vision	Mission	Ambitions	Role	Principles	Values
<p>Better MSK health for everyone.</p>	<p>Unite patients, professionals and researchers to champion MSK health, influence national policy and drive lasting change so everyone can live well.</p>	<p>A whole system approach to better MSK health.</p> <p>Better MSK prevention, treatment, care and outcomes.</p> <p>An alliance that strengthens collaboration and shared impact.</p> <p>A strong, sustainable and member led charity.</p>	<p>Convene.</p> <p>Collaborate.</p> <p>Campaign.</p>	<p>People first.</p> <p>Equity by design.</p> <p>Better together.</p> <p>Independent and trusted.</p>	<p>Ambitious.</p> <p>Bold.</p> <p>Compassionate.</p> <p>Determined.</p>

# Better MSK health for everyone.

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