

Finance Strategy

2024-2028



FOREWORD

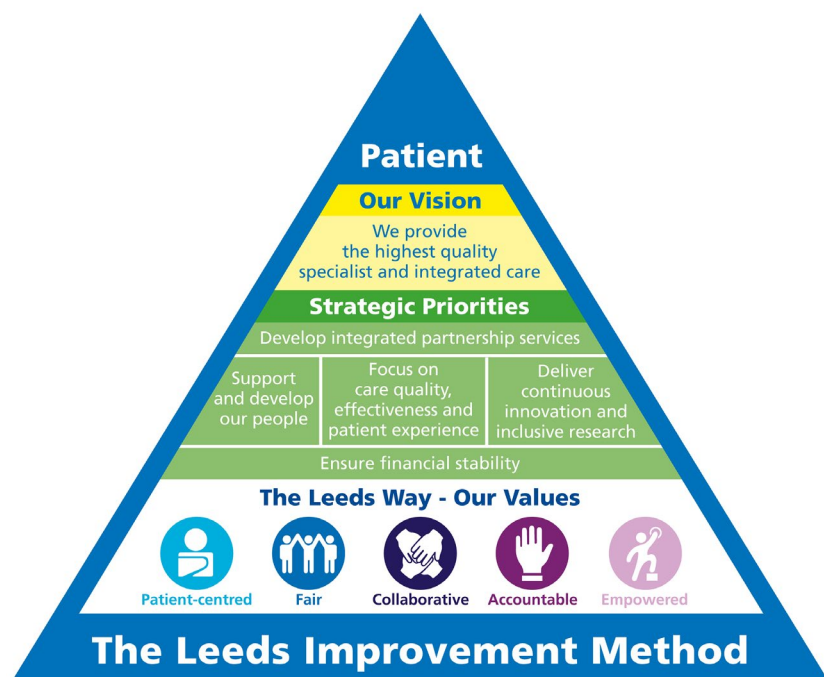
The Trust Finance Strategy, Finance the Leeds Way, has operated successfully over the last seven years to support the Trust's overall strategy by ensuring financial stability. It provides a clear framework as to how this can be maintained going forward.

The impact of Finance the Leeds Way has been:

- A sustainable surplus – seven years of surpluses totalling £117m which has enabled increased capital spending.
- Record levels of capital expenditure.
- Reputation for excellent financial management.
- National leader in finance innovation.
- Strong clinical and operational leadership on financial management.
- Multi award winning teams.
- Finance function accredited at the highest level.
- Procurement function accredited as "Best".
- Building the Leeds Way team seen as outstanding by the New Hospitals Programme.
- National leader in One NHS Finance.
- Consistently strong staff survey across all teams.

OUR STRATEGY

The Leeds Teaching Hospitals NHS Trust is an ambitious organisation with a clear vision to provide the highest quality specialist and integrated care. Our vision, values and strategic priorities are summarised in our strategic triangle below, which shows patients at the centre of everything we do.



Our mission:

to be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes.

- One of the **largest teaching hospitals** in the country
- A **regional and national centre for specialist treatment** and the **local hospital for the Leeds community**
- **Seven hospitals** across **five sites** in the city
- Treat around **1.6 million patients** every year
- Spend around **£1.9 billion** each year
- Almost **22,000 staff**
- Established **Centre of Excellence** for Research and Innovation at scale and a top recruiter for clinical trials

To support delivery of the strategy, we have seven multi-year goals which drive our long term activity and seven annual commitments which are refreshed each year to consolidate our in-year priorities.

Our multi-year goals are:

- Deliver fit for purpose healthcare.
- Deliver top quartile healthcare performance.
- Deliver a sustainable surplus by becoming the most efficient teaching hospital.
- Have an embedded culture of service improvement and innovation.
- To be a leading academic healthcare institution.
- Have a consistent, high performing and sustainable workforce.
- People receive person-centred care in the most appropriate setting.

Our 7 annual commitments are available on our [website](#).



The Leeds Way

The Leeds Way is what we stand for and what we want to achieve. It is how we do things around here and what makes Leeds Teaching Hospitals different to other organisations. The Leeds Way is described in our strategic triangle; it encompasses our ambition through our vision and strategic priorities and our culture through our values, as created by our staff. It sets out what our stakeholders can expect from us as a Trust.



Patient-centred



Fair



Collaborative



Accountable



Empowered

The Leeds Improvement Method

The Leeds Improvement Method (LIM) is our philosophy of continuous improvement that underpins all our organisational strategies. It brings the principles of daily management methods, improvement methodology, respectful behaviours and the removal of waste from processes together.

Our strategy framework

This strategy is part of a wider suite of strategies that work together to support the Trust to meet its overarching vision. At the centre of this is the Trust's corporate strategy, supported by three core strategies and ten enabling strategies. This strategy framework enables us to ensure our strategies align and are updated appropriately to reflect and support the overall Trust strategy.



STRATEGIC CONTEXT

No organisation can operate effectively without a stable financial base. This is recognised in the Trust's strategic priorities as "Ensure Financial Sustainability".

And by our multiyear goal of "Deliver a sustainable surplus by becoming the most efficient teaching hospital".

The Trust's mission is supported by the Finance Directorate mission "To be the best provider of finance, procurement and planning services to support the delivery of patient care in the Leeds Way"

FINANCE THE LEEDS WAY

Finance the Leeds Way is part of the Leeds Improvement Method (LIM), with the Finance Directorate being committed to LIM as the team's management method.

Finance the Leeds Way embodies a Plan, Do, Study, Act (PDSA) improvement cycle as follows:

- Know what good look like (benchmark best practice).
- Conduct an honest self-assessment against this best practice.
- Make a plan to improve.
- Implement the plan.
- Conduct a further self-assessment.
- Invite external scrutiny to confirm the position.
- Start next improvement cycle.

This improvement cycle is used by teams to help develop and implement their individual plans to improve.

The Finance the Leeds Way Programme has three pillars:



Each year the targets for these pillars are updated to account for changes in the external environment, the need to deliver further improvements and maintain the gains that have already been made.

A detailed programme plan is established each year to deliver with individual teams contributing their own improvement plans along with the centrally coordinated plans.

The detailed programme plan is mapped to the Trust's 7 commitments clearly demonstrating how the work of the team supports all seven commitments.

Progress on the plans is reviewed each month at the Directorate Guiding Team meeting and is reported through to the Finance and Performance Committee.

The 2024/25 programme is as follows:

Service and financial sustainability

Deliver the 2024/25 financial plan: This encapsulates all the processes and actions needed to deliver on the Trust commitment to deliver the financial plan.

Refresh the five-year financial plan by October 2024: The Trust maintains a rolling five-year financial plan which supports the delivery of the Trusts overall strategy.

Agree the 2025/6 Annual Financial Plan by December 2024: Detailed work on the next years financial plan starts in July each year with the final plan being agreed by the Trust in December. This is typically well ahead of the national planning timetable.

Deliver the Building the Leeds Way Programme Plan for 2024/25: The coming year will be a very significant one in regard of Hospitals of the Future, this programme plan deals with all the necessary actions for the coming year.



Financial governance improvements

Maintain the highest “Auditor Local Evaluation” score ensure basic process assurances are “green”: Using these benchmarks ensures that our basic finance process remains fit for purpose through out the year.

Maintain a level four rating in the financial sustainability audit: Using these benchmarks ensures that our financial management processes remain best in class.

Obtain the Public Sector Customer Service Accreditation Certificate: Achieving this will give assurance that we have best in class customer service in respect of procurement.

Deliver the third year goals in the Procurement Strategy: Achieving this will give assurance that we continue to maintain our best in class status for procurement.



Finance skills development

Maintain Level Three Future Focus Finance Accreditation and be a leader in #OneNHSFinance: This gives assurance that we have best in class finance staff and finance skills development across the organisation and that we continue to lead and influence finance staff development at the national level.

Leeds Improvement Method is our management method: This gives assurance that the Finance Directorate embrace LIM.

Embed Financial Daily Management across the Trust: This gives assurance that our new innovative financial management process based in the principles of LIM will be rolled out across the Trust in the year.

Ensure Staff Engagement remains above March 2020 levels: A highly engaged and motivated team is essential to delivering great outcomes. Measured through our quarterly staff temperature checks and annual staff survey the team is committed to maintain the high levels of engagement experienced since the start of the covid pandemic.