



The Leeds
Teaching Hospitals
NHS Trust

Trust Strategy

2024-2026



FOREWORD

Leeds Teaching Hospitals NHS Trust is an innovative, forward-thinking organisation and it is a privilege to lead. We are surrounded by talented, committed and compassionate staff who strive every day to provide the best care for our patients. Our job as leaders is to create the best culture and environment for them to be able to do this.

Over the last five years we've seen fantastic achievements across the Trust. Major investments in research and innovation, pioneering treatments, brand new facilities and high-quality care consistently delivered across the Trust. We have seen the completion of the new Centre for Laboratory Medicine at St James's University Hospital as well as the opening of our new Same Day Emergency Care facility. We are also making great progress on the plans of our new hospital at Leeds General Infirmary.

The past three years have proved challenging and we have worked tirelessly in our efforts to recover from the devastating impact of the coronavirus pandemic.

Moving forward we recognise the importance of focussing on improvement in order to continue this momentum. Throughout, our vision remains that we provide the highest quality specialist and integrated care.

The Leeds Way continues to be central to who we are. Being patient-centred, fair, collaborative, accountable and empowered runs through everything we do. We remain determined to see Leeds Teaching Hospitals focus on care quality, effectiveness and patient experience, support and develop our people, develop integrated partnership services, deliver continuous innovation and inclusive research, and ensure financial stability.

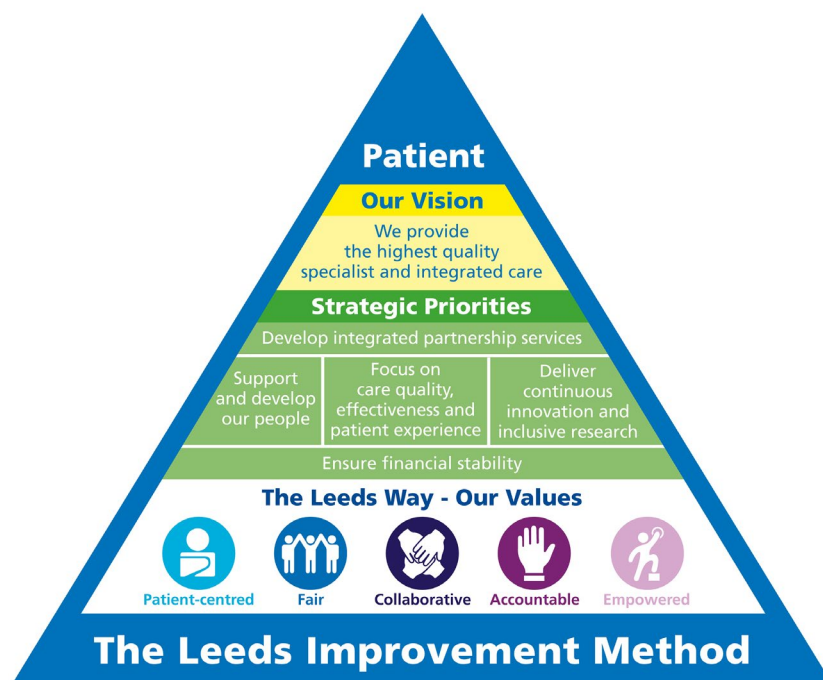
Leeds Teaching Hospitals NHS Trust is an exciting place to be and we are ambitious and excited to see what's ahead for the next five years.



Prof. Phil Wood
Chief Executive

OUR STRATEGY

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.



- 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

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.

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.



ABOUT US

Leeds Teaching Hospitals NHS Trust is one of the largest teaching hospitals in the country, a regional and national centre for specialist treatment, a renowned biomedical research facility, and the local hospital for the Leeds community. The Leeds Teaching Hospitals NHS Trust incorporates the Leeds General Infirmary, St James's University Hospital, Leeds Children's Hospital, Wharfedale Hospital, Chapel Allerton Hospital, Leeds Dental Institute and Seacroft Hospital. We treat 1.6 million patients every year, including more than 200,000 emergency patients. We spend around £1.9 billion of NHS money, treating illness and disease in Leeds and on specialised services for people across Yorkshire and the Humber and nationally. We are increasingly harnessing our economic sway to enhance the health and welfare of our community. As an employer with a workforce exceeding 21,000, a purchaser of goods and services, and an engaged civic partner, we strive to make a positive impact. We work with academia and industry to play a leading role in education research and innovation.

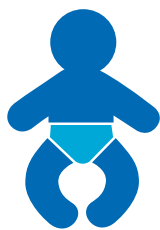
We are rated as a 'good' hospital Trust by the Care Quality Commission, and our strategy is to continue improving so that we provide outstanding care for our patients.



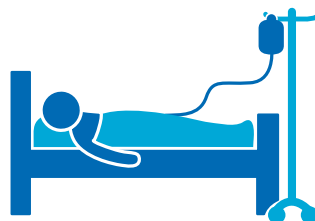
LTHT in numbers



2,050
beds



8,447
babies born



95,640
inpatients



1,210,748
outpatient
appointments



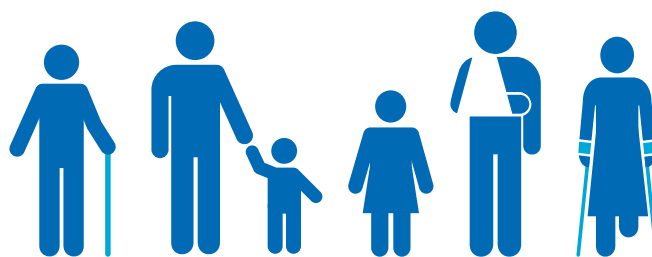
105,658
day case patients



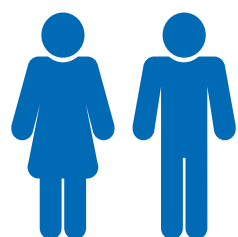
223,174
patients attending A&E



113,167
ward attenders including
assessment areas



around 1.6 million
patients every year



over 20,000
staff



7
hospitals

Our hospitals

Chapel Allerton Hospital

Chapel Allerton provides both outpatient and inpatient services, as well as a nationally acclaimed centre for musculoskeletal research looking at enhancing outcomes for patients with these conditions.

Leeds Dental Institute

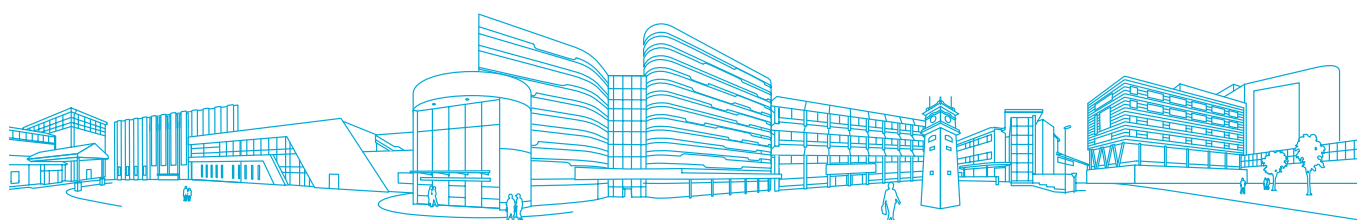
In partnership with the University of Leeds, the Dental Institute provides specialist treatment, advice and routine dental care to patients whilst supporting the training of future dental professionals.

Leeds General Infirmary (LGI)

The LGI is a specialist centre for a number of services, including major trauma, neurosciences, cardiac services and hand transplants. It also provides many general acute services like emergency departments, intensive care and high dependency units, maternity and operating theatres. Our new hospital programme, Hospitals of the Future, will see a new hospital at LGI providing a new home for Leeds Children's Hospital, one of the largest centralised maternity units in the country, and a new hospital for adults.

Leeds Children's Hospital

Based at the LGI and one of the largest facilities for children in the UK. We provide seamless care for our younger patients with a dedicated paediatric emergency department and specialist services for cancer, cardiac and organ transplantation. The new Leeds Children's Hospital will provide a world class environment for our services.



Seacroft Hospital

Seacroft Hospital is home to a wide range of outpatient services. There are also a number of regional services based here, including prosthetics and wheelchairs and the Leeds Reproductive Medicine Centre. Seacroft Hospital will be home to the Rob Burrow Centre for Motor Neurone Disease which is expected to open in 2025.

Wharfedale Hospital

This modern community facility provides a range of local services. This includes day case surgery, diagnostic services and many specialist outpatient clinics. Wharfedale Hospital will be home to the Trust's first elective care hub which will include two new operating theatres, a recovery area and an admissions and discharge area. The hub is expected to open in October 2024.

St James's University Hospital

St James's is home to the world-renowned Leeds Cancer Centre and our new centralised pathology laboratory. As well as highly specialised adult organ transplantation, it also provides a range of services including acute and elderly medicine, emergency departments, maternity services and a number of surgical specialties.



Our progress

We have made significant progress in delivering our vision, for example:

2019

Largest ever financial surplus delivered - £53m.
Cancer Research UK centre of excellence for radiotherapy.

2020

£3.5m Clinical Research Facility opens at St James's Hospital.
The first healthcare organisation in the world to recruit patients into the Novartis Ruxcovid clinical trials.

2021

Set up and led the covid vaccine programme for West Yorkshire.
The breast imaging service became the first in the UK to introduce artificial intelligence technology to evaluate the technical quality of mammograms.

2022

Ophthalmology outpatients' department moved to an £8.5m purpose built department.
Launch of the Leeds Cancer Research Centre, a partnership between the Trust and University of Leeds to put Leeds at the cutting edge of cancer research and treatment.

2023

Launch of a new stop smoking service funded by Yorkshire Cancer Research to benefit more than 10,000 patients.
World first procedure to target and destroy kidney tumours using focussed ultrasound takes place at Leeds Teaching Hospitals.

2024

Tommy's National Centre for Preterm Birth launches at Leeds Teaching Hospitals.
New Innovation Hub development at LGI named as flagship project of the £180m West Yorkshire Healthtech and Digital Technology Zone.

DRIVERS FOR REFRESHING OUR STRATEGY

Demography	An aging population and growing numbers of older people combined with an increasing number of children in the most deprived communities.
Disease burden	<p>An increasing number of people with multiple long- term conditions.</p> <p>A social gradient to health i.e. people who live in deprived areas have worse health outcomes.</p>
Legislation	<p>Implementation of the Health and Care Act 2022 introducing significant reforms to the organisation and delivery of health and care services.</p> <p>Creation of Integrated Care Boards, planning health services for our local population.</p>
Technological change	Increasing availability of digital and emerging technologies e.g Big data analysis, genomics, AI, surgical robotics, and new treatments.
Workforce availability	National workforce scarcity in key groups e.g. nursing, anaesthetics, radiology, neurology and others.
Covid-19 Pandemic	Ongoing effects of the pandemic e.g. Long-COVID, increase in mental health illness, capacity constraints, staff fatigue.



KEY FEATURES OF OUR RESPONSE

Improve health and reduce inequality

Our purpose is to improve the health of our patients through the provision of high-quality care. We know not everyone has the same opportunity to live a healthy life, meaning that some communities are more likely to experience ill health, and live shorter lives. Many of the factors that contribute to health status and health inequalities relate to a person's wider life for example their education, employment status and income, housing and social connections. Differential access to healthcare can also lead to worse health outcomes and worsen health inequalities.

Working with our partners our ambition is that Leeds will be a healthy and caring city for all ages, where those who are the poorest improve their health the fastest. This means we want to improve health outcomes and reduce the gap between disadvantaged communities and the rest of the city. This must be achieved together with our partners, and we are taking action including:

- Improve our understanding of the needs and demographics of people who use our services.
- Designing services with regard to prevalence and premature mortality from conditions.
- Supporting early diagnosis and treatment, taking a personalised and holistic approach.
- Embedding health promoting activities within our services, prioritising prevention and treatment.
- Recognising that ill health and transitions in care can significantly change people's lives.

Our Clinical Service Strategy provides a framework for service development across diagnostics, planned and unplanned care; seeking to provide leading edge, equitable healthcare through expert multiprofessional teams working on a networked basis with our partners across the health and care system.

We are taking action as an 'anchor institution' – a large organisation with an opportunity to improve people's economic wellbeing through our role as an employer, purchaser, and civic partner.

The Trust is an active member of the Leeds Anchors' Network, which brings together organisations from across the city to align initiatives and share good practice. Anchor activity is now well embedded across the Trust for example working with partners we have scaled up our work to narrow inequalities by engaging with local communities to increase recruitment and the diversity of our workforce.

Improving access through service transformation

Moving forward we will focus on improving access through service transformation, implementing initiatives that offer the greatest value, drive significant improvements in health outcomes, and consistently deliver exceptional patient experiences. Despite the operational challenges we continue to face, we are seeing significant improvements across many of our services in terms of outpatient waiting times and access to elective and non-elective care. With the implementation of initiatives such as our Same Day Emergency Care provision, Core20PLUS programme, diagnostics pathway optimisation, Patient Initiated Follow Up pathway, and remote monitoring/ consultations, we can improve access, reduce wait times, and provide more choice to our patients.

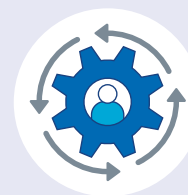
By focusing on service transformation, we aim to make our services more efficient, effective, and responsive to the evolving needs of our patients. This involves embracing shared decision-making, fostering patient engagement, and improving communication to ensure we provide high-quality patient-centred care. Additionally, we're prioritising sustainable improvements by thinking innovatively and working collaboratively across systems.

Enhancing productivity is central to our strategy for delivering efficient and productive services in a timely manner. By optimising services, utilising technology, and empowering our workforce, we're dedicated to maximising the value of our resources while maintaining exceptional standards of care. Through these combined efforts, we're confident that we can continue to drive positive change and improve the healthcare experience for all those we serve.

We will continue to focus on sustainable improvements, working collaboratively across systems and thinking innovatively, to enable us to deliver efficient and productive services in a timely way.



Increase the productivity of our elective capacity by our use of digital technology and effective theatre scheduling.



Increase capability of the Operations Centre to support operational patient flow.



Continue to extend the functionality within our Electronic Health Record System PPM+.



Ensure equity of access to diagnostic testing to reduce health inequalities.



Further develop seamless services between community and secondary care to increase uptake of screening at first appointment.

System working

We have strong relationships across Leeds and West Yorkshire and we place system working at the heart of our approach to improving health and reducing inequalities. We recognise that we make most progress when we work in partnership and empower our frontline teams to work together to improve services for patients.

In Leeds we are working with partners to accelerate progress in delivering person-centred, integrated care. Closer and more coordinated working with social care, community services and primary care helps improve the experience and outcomes for patients. Through the Leeds Health and Care Academy we have a strategic workforce development programme for the city and can engage with the 57,000 people who work in health and care in Leeds.

Working together with our partners in the West Yorkshire Association of Acute Trusts we are developing centres of excellence and clinical networks, reducing unwarranted variation in clinical practice, and achieving economies of scale in our support services. Our work together will be critical to supporting our recovery of services across the region.

The West Yorkshire Health and Care Partnership provides a forum for the planning of health and care services with all our partners across the region. We work together in partnership to improve the health of the 2.6 million people who live in our area, and to improve the quality of their health and care services as described by our 10 Big Ambitions.¹

¹[Our 10 big ambitions: West Yorkshire Health & Care Partnership \(wypartnership.co.uk\)](http://wypartnership.co.uk)



OUR STRATEGIC PRIORITIES

Focus on care quality, effectiveness and patient experience

We will continue our systematic approach to continuous quality improvement and management which we call our Leeds Improvement Method. Using this approach we empower our staff to improve care processes in partnership with patients. Our Quality Review Framework supports Clinical Service Units to assess, identify, test and implement meaningful and sustainable improvements. We will apply a systematic approach to the measurement of safety, care quality, patient experience, continuous learning, leadership and governance and ensuring accountability for improvement against key outcomes.

Understanding the perspective of patients and the public is key to effective service improvement and transformation. We listen to our patients and the public and empower them to collaborate and coproduce with us. Our quality improvement partners are volunteers drawn from our patients and the public who support us to develop services in line with patient priorities.

Support and develop our people

We recognise that one of our greatest assets at Leeds Teaching Hospitals is our people. There is clear evidence that a well-supported, motivated and highly trained workforce is crucial in providing outstanding care for our patients. Our strategic priority is to **'Be a centre of excellence; providing world-class learning, education and training for everyone in the Trust'**. We offer exceptional education, training, and development opportunities to guarantee a well-rounded and diverse workforce, ensuring that our staff possesses the necessary skills to excel in their roles and achieve their maximum potential. This will address our strategic workforce risks including the introduction of new roles, identifying and managing national and local workforce hotspots through efficient deployment of staff supported by effective digital systems.

We will promote a comprehensive development offering including building improvement expertise through the Leeds Improvement Method, increasing interprofessional educational programmes and opportunities for technology enhanced learning through our emerging digital capability, including artificial intelligence and virtual reality. We are continually improving our education and training facilities to ensure they can provide an outstanding experience for our learners.

We **set ambitious performance expectations** to ensure all our staff have clarity on their job roles and have high quality objective setting and appraisal. We will develop a systematic approach to talent management and a people- centred approach to employment relations.

We will **enable our people to work across the health and care system** with our partners. The Health and Care Academy is at the core of our approach and we will design organisational development interventions to support system working across Leeds and West Yorkshire.

We will work in a way which is **inclusive and free from discrimination** valuing the contribution of every employee, volunteer, and student. We are increasing the diversity of our organisation, ensuring representation and equity of experience of colleagues at all levels. We are supporting the ongoing development of staff networks, creating opportunities for reciprocal mentoring and providing leadership development programmes.

It is vital that we **support the mental and physical wellbeing of staff**, including those with specific health needs.

We recognise the importance of flexible working and will continue to support our staff to work remotely, where possible in order to support their wellbeing.

Develop integrated partnership services

We want to play our part in ensuring people's experience of care in different parts of the health and care system is consistent and positive, where teams are coordinated, communication is clear, and care happens in the right place at the right time.

We are working with our partners to **improve access to, and outcomes from, unplanned and urgent care** across Leeds. The Home First Programme continues to develop and implement a new model of intermediate care services to achieve more independent and safe outcomes, helping more people to stay at home, whilst improving the experience for people, carers, and staff. We are increasing **planned care capacity**, working with our partners across the West Yorkshire Association of Acute Trusts to address significant waiting lists, share data and apply best practice. We are creating protected capacity through different patient pathways, further developing virtual wards and streamlined admission processes. We are also expanding theatre capacity with the imminent opening of two new theatres at Wharfedale Hospital and also plan to increase our high dependency unit capacity to help reduce the planned care waiting list.

We will **design services to improve health and reduce inequality**. We recognise that our services need to respond to health needs, take account of the differential burden of disease, seek opportunities to promote health and work with partners and local communities, including those at risk of exclusion.

The Leeds Improvement Method and engagement with staff is central to our improvement journey. We will seek opportunities to use data and methods to **improve quality across the health and care system**, ensuring our clinical directors and their clinical colleagues in primary and community care are at the centre of improving pathways across the city. Working with our partners we will engage all staff in creating a collaborative, person-centred culture across health and care organisations in Leeds.

We will improve our ability to **address the mental and physical health needs of our patients**. Mental health problems are highly prevalent in our society and our hospitals; up to 60% of older people already have, or will develop, mental health problems during inpatient care.

Deliver continuous innovation and inclusive research

Our aim is to deliver world class outcomes in our specialist services, providing leading edge innovation in diagnosis, treatment and care.

Our aim is for **every patient to be able to participate in, and benefit from, research**. We will empower our research delivery teams to champion research, ensuring it is visible and impactful for both patients and staff.

We are contributing to health and economic growth **through the invention, development and adoption of health innovations**. Working collaboratively with city, academic and industry partners, we are developing our world class infrastructure to create opportunities for growth. This includes the regeneration of the Leeds General Infirmary as part of the Leeds Innovation Arc and the development of real world data partnerships.

We are continuing to invest in **outstanding specialist services in a world class environment**. The Building the Leeds Way programme will ensure we have enough specialist theatre and critical care capacity to fulfil our role as a leading specialist centre. We will support our centres of excellence in children's, neurosciences; cardiovascular; transplant and other specialist surgery; cancer, blood and genetics.

Ensure financial stability

Our goal is to **become the most efficient teaching hospital** in England, delivering a sustainable financial surplus so that we can continue to invest in our people, buildings and equipment.

That means **delivering the best possible outcomes for the lowest possible cost**; we work openly and transparently with our partners to collectively manage our resources to deliver the best patient care based on the health needs of our population.

We provide efficient and high-quality health care by **reducing waste and continuously improving** our financial processes through our value programme, Finance the Leeds Way. We benchmark ourselves against the best performing organisations and use dynamic tools such as patient level costing to support clinical teams to manage their resources.

Becoming more efficient means we have the resources to invest in our building and maintenance programme, renewing medical and surgical equipment and investing in our estate and digital health care.



INVESTING IN OUR ESTATE AND TECHNOLOGIES

Our aim is to create outstanding hospital facilities and technology through which our patients can access the best treatment available. We currently have one of the largest estates in the NHS. Our buildings range from Victorian listed properties to brand new developments, with challenges and opportunities across all five of our sites.

Our new hospital

We plan to deliver a new state-of-the-art hospital to include a new home for Leeds Children's Hospital, a new adults' hospital, and one of the largest single site maternity and neonatal centres at the Leeds General Infirmary (LGI) by 2030.

This huge investment will produce a building designed to offer our patients modern, individual healthcare based on the most advanced treatments, technologies, innovation and research. It is an ambitious, long-term development that will change the way we think about hospital care and improve the lives of those regionally and nationally.

This will also be a catalyst for the regeneration of Leeds City Centre. We will create an Innovation Village which will generate 4,000 jobs and provide an economic boost of almost £13 billion to our region.



A smaller, upgraded estate

We have an ambitious long-term plan to reduce the total size of the estate and to use more of it for clinical work. We will move many of our services into a purpose-built new hospital at Leeds General Infirmary. We will reduce the overall size of our estate by a further 5-10% by 2035. Our total non-clinical space will reduce from 45% to 30%.

We currently have a total backlog maintenance cost of just over £200m. This is a 66% increase from 2020 due to an ageing estate, market conditions and inflation. Investment in our buildings, including the Hospitals of the Future programme, will reduce this figure by 50% by 2035.

We are upgrading and reconfiguring how we use our space to support the work of our clinical teams. We have already seen the relocation of Ophthalmology and the expansion of our Emergency Care offering with the opening of our Same Day Emergency Care Service at St James University Hospital. £27m of investment has also enabled us to create a centralised pathology service by creating a purpose-built specialist laboratory known as the Centre for Laboratory Medicine, at St James's University Hospital. In 2024 we will increase our elective care capacity at Wharfedale Hospital with a £15m investment.

A green trust

As one of the UK's largest NHS trusts, we recognise the need to significantly reduce our impact on the environment, supporting the NHS to become the world's first net-zero health service. The NHS has set two net-zero targets, to achieve net-zero by 2040 for the NHS Carbon Footprint and by 2045 for the NHS Carbon Footprint Plus.

We aspire to become one of the greenest NHS Trusts in the UK, improving sustainability throughout our organisation and the wider region. Substantial progress has been made to reduce our environmental impact through the implementation of our Green Plan (from our baseline year in 2013/14 up to the end of 2023/24, the Trust had reduced its NHS Carbon Footprint by 37% from 84,830 tCO₂e to 53,176 tCO₂e). We are on trajectory to deliver against our target to achieve an 80% reduction in our direct carbon emissions by 2032 and become carbon 'net zero' by 2040.

A digital hospital

Digital technologies can and should make a positive difference to the way we provide care for our patients, and our use of technologies will help us lead the way in creating a digital healthcare future in the NHS.

We want our workforce to be digitally empowered, enabling the provision of excellent, safe and integrated patient-centred care in Leeds and beyond. We will champion digital approaches across the Trust, supporting transformation and reconfiguration of clinical services, creating opportunities to adopt and evaluate digital innovation, and enabling more ways for patients to engage digitally with their clinical services.

We are reliant on good digital infrastructure. Our information and data is managed in a secure, governed framework that enables and supports our patients, and we are developing strong diagnostic analysis, modelling and forecasting to support provision and planning of care. We will continue to develop PPM+ as our core Electronic Health Record (EHR) system, integrating applications from all parts of the Trust and enabling access for colleagues in the health and care system. We are increasing the flexibility of our digital technologies and the ability of our staff to communicate and work remotely in order to further support flexible working.

