

The Leeds Teaching Hospitals  
NHS Trust



# Our Five Year Strategy

2014-2019

**Our vision is to  
be the best for  
specialist and  
integrated care**





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# Introduction: Foreword

## Foreword from the Chair and Chief Executive



Dr Linda Pollard



Julian Hartley

This is a great time of transition for the NHS and Leeds Teaching Hospitals NHS Trust. We have recently seen significant organisational change across the NHS and at the Trust, which has been challenging, but we have made great progress and ensured that patients have been our focus at all times.

Leeds Teaching Hospitals faces major financial challenges which require action, we also need to improve our performance in a range of areas if we are to realise our full potential.

Providing patients with the highest standard of care is the cornerstone of our work here at the Trust. In

order to do this within the context of our financial challenges, we must embrace the opportunity to push the boundaries—to be brave, innovative and think differently about how we deliver safe, high quality and effective care for our patients.

We recognise that the best quality care and clinical outcomes can be achieved in an environment that inspires research and innovation. Outcomes are also better in hospitals with active clinical trials. Developing and supporting research programmes, innovation partnerships, UK-first operations and cutting edge technology are central to our Trust strategy.

In order to realise our potential, we will be working even more closely with our partners across health, social care, academia and beyond. We will particularly look to engage with our patients, public and staff to ensure that we work together to bring about the very best outcomes for our patients.

We'd like to say a very big thank you to everyone who contributed to the consultation on our five

year strategy. The thoughts and feedback we have received are invaluable and will help us drive the Trust forward over the next five years.

This is a challenging yet exciting time for Leeds Teaching Hospitals and we look forward to working with you to shape the future of health and social care services across the city.

Dr Linda Pollard CBE JP DL  
Chair

Julian Hartley  
Chief Executive

# Introduction: About us

Leeds is Britain's third largest city and we want to play a part in it becoming the best city in the UK.



We contribute to life in the Leeds city region, not only by employing over 15,000 people in a range of different roles, but by supporting the health and well-being of the region and playing a leading role in research, education and innovation.

Leeds Teaching Hospitals NHS Trust treats around two million patients a year. Some have very complex life threatening illnesses or trauma and others we care for have less acute but life-limiting conditions.

Our expertise and specialist services allow us to care for people from all over the country and on some occasions all over the world, but we are also the provider of district general hospital services for the people of Leeds.



There are seven hospitals within the Trust.

- Leeds General Infirmary
- St James's University Hospital
- Seacroft Hospital
- Wharfedale Hospital
- Chapel Allerton Hospital
- Leeds Children's Hospital
- Leeds Dental Institute

# Our five year strategy

Our strategy was developed using comments and feedback from staff, patients and stakeholders.

## Introduction

During the consultation on our five year strategy, we were pleased to see that the values, vision and objectives generated by our staff were well supported. One key theme was that you asked us for more detail on how we planned to deliver the strategy over the coming years. This will be achieved through the development of Clinical Business Strategies by each of our Clinical Service Units (CSUs).

The five year strategy that was submitted to the NHS Trust Development Authority (TDA) outlined this proposal for CSUs to develop Clinical Business Strategies. This is the first step in the production of our Trust-wide integrated business plan. Work on these clinical business strategies has already started and a framework for developing them has been shared with each CSU.

The framework encourages ownership from individual CSUs but also provides some central support and maintains consistency of approach across the Trust.

## Key elements of our Clinical Business Strategies

The strategies will include the following information:

- Specify what each CSU does, detailing which services they provide, at what level and to how many people.
- Test the service they currently provide against a range of measures including clinical outcomes, patient feedback, quality checklists, performance and cost benchmarking. This will lead to challenging stretch targets for each CSU.
- Consider how services will align themselves with the values of 'The Leeds Way' to achieve the Trust's goals and strategic objectives.
- Propose service change over the period, including investment and dis-investment, prioritisation and any risks around successful delivery.

We want our five year plan to be clinically-led and reflect the opportunities and challenges of our CSUs. They will be based at specialty level and brought together at CSU level for approval by the Clinical Director. This will ensure that each strategy includes as much clinical knowledge as possible.

This programme marks a significant step forward in the Trust's development of clinical strategy and supporting infrastructure and we're looking forward to putting it into action.

We've included the themes from the comments we received during the consultation in the body of this document under each of the goals.

We have also included examples of what we're doing within the Trust to respond to these and realise our full potential.



### You told us...

The consultation showed very strong support for a values-led strategy and confirmed our belief that patients should always be at the centre of our decision making. There was a sense that values are key to the organisation, because they will enable staff across the Trust to be held to account through the behaviours that underpin the values. We've noticed that, in some parts of the organisation, staff are already seeking out ways to embed the values into their everyday working life, for example in staff development and appraisals.

Our **vision** is for **Leeds Teaching Hospitals** to be the best for **specialist** and **integrated care**.



# Our vision, goals and values

We will be characterised by the pursuit of excellence in healthcare, delivering the highest quality and safest care to our patients. We will develop our local hospital services in a way which integrates them with community services and social care. This will enable many of our patients to be treated more frequently at home or in the community rather than having to come to hospital. This is particularly important for frail elderly patients and those with long term conditions. This will enable us to develop our specialist services and ensure we secure and develop our future as a leading specialist centre in the UK.

We will do this by developing the right values, culture and compassion in our leadership behaviours and aligning them with the most appropriate resources to create world class delivery.

We want to empower and invest in our staff and allow them the autonomy and freedom to deliver safe, effective and personal healthcare for every patient, every time. We will also deliver leading

edge innovation, achieve academic and educational excellence and expand the boundaries of healthcare working in partnership and collaboration with our partner organisations.

We have a £1 billion budget and financial sustainability must be one of our goals. We must re-organise what we spend, to ensure we have the highest quality services and do so in partnership with other local NHS organisations.

To achieve our vision we will deliver five goals. These are outlined throughout this document along with our ten corporate objectives and our values, which have been developed by staff from across the Trust. You will also find further details about each of these goals and how we are working to achieve them.

We believe that in delivering these goals, we will create a platform to build a strong portfolio of specialist work at a national and regional level and provide seamless integrated care to local patients and beyond.

<b>Our vision</b>	To be the best for specialist and integrated care				
<b>Our values</b>	Patient-centred Fair Collaborative Accountable Empowered				
<b>Our goals</b>	<b>Patients</b> The best for patient safety, quality and experience	<b>Our people</b> The best place to work	<b>Research, education and innovation</b> A centre of excellence for specialist services, research, education and innovation	<b>Integrated care</b> Hospitals that offer seamless, integrated care	<b>Finance</b> Financially sustainable
<b>Our objectives</b>  i.e How we will achieve our goals	<p>Drive quality improvement for patients to become the safest healthcare organisation in the country.</p> <p>Involve patients in their treatment and use their feedback on services they receive.</p> <p>Deliver all the mandatory standards in line with the NHS Constitution and all regulatory requirements including improvement of care, capacity and demand management.</p>	<p>Develop a highly engaged, high performing workforce and positive patient centred culture delivering great care for patients.</p>	<p>Ensure the Trust is a leading provider of specialist services.</p> <p>Deliver commissioners' activity and improved patient pathways by widespread deployment of improvement techniques, removing waste and increasing productivity.</p> <p>Be an outstanding research and education organisation.</p>	<p>Improve care and services through integration and collaboration across networks and partners.</p>	<p>Improve financial margins to support the delivery of high quality care.</p> <p>Seek out mutual business development growth opportunities to benefit the Trust, its patients and the Leeds City Region.</p>

# Our values: The Leeds Way

Our staff worked together to develop our values. This is known as 'The Leeds Way'. It defines who we are, what we believe and how we will work to deliver the best outcomes for our patients.

## Patient-centred

- Consistently deliver high quality, safe care.
- Organise around the patient and their carers and focus on meeting their individual needs.
- Act with compassion, sensitivity and kindness towards patients, carers and relatives.

## Fair

- We will treat others how we would wish to be treated.
- Strive to maintain the respect and dignity of each patient, being particularly attentive to the needs of vulnerable groups.

## Collaborative

- Recognise we are all one team with a common purpose.
- Include all relevant patients and staff in our discussions and decisions.
- Work in partnership with patients, their families, and other providers—they will feel in control of their health and care needs.

## Accountable

- Act with integrity and always be true to our word.
- Be honest with patients, colleagues and our communities at all times.
- Disclose results and accept responsibility for our actions.

## Empowered

- Empower colleagues and patients to make decisions.
- Expect colleagues to help build and maintain staff satisfaction and morale—more can be achieved when staff are happy and proud to come to work.
- Celebrate staff who innovate and who go the extra mile for their patients and colleagues.

# Goal one: Patients

The best for patient safety, quality and experience.

## What does this mean?

We want to be recognised by our patients, commissioners, peers and staff as being amongst the best for patient safety, quality, patient engagement and clinical outcomes. Just meeting the minimum standards is no longer acceptable and our patients rightly expect the best care possible.

Our quality ambition is to be up there with the highest performing hospitals in the NHS. In some areas, our performance is comparable to these hospitals but there are others where we can improve and we want to ensure a consistently high quality standard across everything we do.

We are aware of our responsibility to ensure that every penny of public money invested into our services is spent wisely and efficiently. We accept that investing in quality and patient experience will mean eliminating wasteful practices.



## You told us...

You wanted more clarity on what being more patient-centred meant. You also wanted information on handling communication better, managing the public's expectations and sharing data within the Trust and between other providers faster.

There was overwhelming support for the Trust to embrace the lessons from the #hellomynameis campaign to underpin being more compassionate and approachable.

You also wanted more emphasis on Leeds Teaching Hospitals making the right information available for staff in the right place at the right time, and working with local health and social care partners so that patients are treated in the most appropriate place.



## What are we doing?

Achieving the best in patient safety, quality and experience starts with getting the basics right. We know that if we are to become the best we need to be clear about what we require of our services and need to work closely with our staff and partners to deliver this. In order to achieve this we we will do the following.

- Deliver safe clinical care through investment in ward and department nurse staffing—matching the highest standards in the UK by 2016.
- Invest in becoming a truly 24 hours a day, seven days a week acute hospital service by 2017, having senior medical cover and diagnostics available in all our in-patient facilities. This will mean changing the way we work together and how we organise our workforce and facilities.
- Match and exceed our commissioners' published expectations, the NHS Constitution targets and our regulators-care standards.
- Ensure the basics, like cleaning, privacy and dignity, the hospital environment and patient information, are of the highest possible standard.
- Improve the way we handle our patients' complaints and concerns ensuring we respond quickly, compassionately and in a transparent way, valuing each complaint as an opportunity to improve. We will acknowledge concerns raised with us immediately and report back on progress within two weeks.
- Work with local health and social care partners, like GPs and community services, and acute providers further afield who are recognised for excellence, such as top-rated Salford NHS Foundation Trust, to ensure we are delivering coordinated services for our patients and that we are sharing best practice and adopting the latest innovations.
- Improve the safety of our patients and improve their experience of our services by implementing the electronic patient record to ensure essential clinical information is available in a timely way to appropriate staff providing care.

- Continue to engage with patients and local people to support us to shape services around their needs and deliver the best possible care that works for them.
- Ensure that we deliver care in a patient-centred way by being compassionate and approachable. Around a third of our staff have already signed up to Dr Kate Granger's fantastic national campaign 'hello my name is'—encouraging them to start every conversation with a patient by introducing themselves and what they do.
- Recognising that to be the best hospital we have to be the best partner and work together as a city and city region.
- Report openly on our performance and achievements being truly accountable to the people we serve.



# Goal two: Our people

The best place to work.

## What does this mean?

If we are to be the leader in integrated and specialist care we need to retain and attract the best possible workforce to support us to do this. We can only do this by becoming one of the best places to work.

It is well evidenced that staff who are engaged, empowered to carry out their role, well trained, well led and supported are more likely to deliver outstanding care, leading to a positive impact on patient outcomes and an improvement in financial efficiency.

We want Leeds Teaching Hospitals to be the best place to work: where our colleagues work within supportive and positive teams and where we are viewed as a fair employer by our employees; where activities and tasks are simpler and easier to complete because there is a common approach across the Trust. We will promote opportunities for local people to build a career with us at every level of the organisation. We will manage and encourage our talent, creating clear employment paths and be an

organisation that has a succession plan. Using our talent in full will mean embracing the diversity of our workforce and using that rich experience to improve patient care. We have good representation in the senior medical workforce from a diversity of backgrounds but we want all our senior teams to better reflect the diverse community we serve.

Many of our staff already contribute to the city in other ways. As a socially responsible employer we will encourage volunteering. Together with Leeds City Council, we will organise for senior hospital staff to mentor young people from deprived communities around Leeds.

We must ensure we develop strong clinical leadership, removing any 'them and us' between management and clinicians and focus on working as one team in the interests of patients.

Across the Trust we have more than 15,000 people working for us in a wide variety of roles. We have already started to engage them in shaping our organisation by getting their views for our vision and values in 'The Leeds Way'. More than 3000 of our colleagues have already contributed to this work, describing the behaviours, leadership approach and enabling systems we need in place to live the Leeds way. This positive response shows just how keen they are to be involved in shaping the future of the organisation.



### You told us...

You wanted to see more visible and approachable leadership across the organisation which embodies The Leeds Way. You also felt it's important for staff to have a sense of how their own personal objectives link to the Trust's goals and the delivery of the Trust's vision.

This included a focus on employee engagement, empowerment and wellbeing. Embedding The Leeds Way into all aspects of the Trust, including recruitment, induction, training, appraisals and holding each other to account was a big part of this.

You also wanted to see clear publication of staffing levels and patient feedback.

## What are we doing?

We are continuing to build on the work we have started as part of 'The Leeds Way' and we need to ensure that we create a strong engagement culture where staff feel they have the opportunity to be truly involved in shaping and developing the Trust. In order to achieve this we will do the following.



- 
- Develop 'The Leeds Way' so we can translate our values into actions and embed them across everything we do.
  - All staff will be given clear objectives that can be easily matched to the goals of the Trust.
  - Clearly display the staffing levels and recent patient feedback about experience on each ward.
  - Continue to improve internal communications with staff ensuring we share information in a timely way and that there are clear opportunities for them to feedback their comments and ideas.
  - Ensure directors and senior staff are visible and accessible to all staff, building a culture of openness.
  - Everyone will receive an appraisal and receive feedback and support on their work, performance and development. Every service unit and corporate service will have a succession plan.
  - The Board and senior management team will encourage and broaden representation from a diverse set of backgrounds.
  - Support managers so they can lead their teams successfully using the most up-to-date leadership techniques to reflect the values of the organisation.
  - Our staff will be the best equipped to deliver the best treatment and achieve world-class outcomes.
  - Be innovative in the way we recruit staff. We are currently developing an outstanding recruitment website, which will help us ensure that we attract the highest calibre of people that reflect our values and the diversity of the population we serve.
  - We will take part in a community mentors programme, in partnership with Leeds City Council.
  - Develop a health and wellbeing strategy employing the most appropriate health interventions to ensure a work life balance and reduce sickness absence to below the NHS average in an acute setting.
  - Work with staff to develop innovative staffing solutions to accommodate the need to deliver services twenty four hours a day, seven days a week.
  - Improve the way we collect data about our workforce and work with our partners to use this information to plan our future workforce needs more accurately.

# Goal three: Research, education and innovation

A centre of excellence for specialist services, research, education and innovation.

## What does this mean?

There are ground-breaking innovations happening in research and education and it is essential that we remain at the forefront of this work if we are to become the leader in specialist and integrated care. Our strong reputation is evident in the numerous examples of leading edge research programmes, international innovation partnerships, UK-first operations, the use of cutting edge technology and our strong teaching hospital status. All of this work not only benefits patients in our own hospitals but those further afield too, and is a valuable opportunity for us to encourage new investment into the Trust from external partners.

We want Leeds to impact directly on national and International discovery that will in turn be translated and implemented into enhanced patient care. We will build on our world leading Musculoskeletal Biomedical Research Unit, Cardiovascular Sciences, Cancer and Pathology, health engineering and

surgical technologies and imaging, as well as our predominance in Medical Informatics.

Our links with the University sector are going from strength to strength and there is a shared ambition for us to work together to build a strong partnership and really drive research, education and innovation across the city.

We will be innovative and resourceful. We will build our commercial activities with the aim of re-investing surpluses directly to support patient services. We will champion and deploy digital communications and we will continue to work towards becoming a paper-light hospital service.

We are enthused by the prospects offered to improve healthcare through the appropriate use of "big data". Leeds is perfectly positioned in the race to integrate and use these systems for the

public benefit. Ultimately we want to create a single personal patient record that contains all your images, scans, data and your genome so that information is ready for any medic you choose to treat you with all the facts at their finger-tips.

We will be nimble with flexibility embedded in all Research & Development and education processes so that we can rapidly respond to regional, national and international research and education priorities.

This creates the perfect platform which will allow us to build our portfolio of specialist work and establish ourselves as one of the centres of excellence for specialist services across the UK. Evidence suggests that for many conditions you will get a better outcome if patients are seen by a specialist in a place with the best equipment and staff available.

NHS England is reorganising services nationally to provide specialist care in a smaller number of centres of excellence to support these findings. We are already designated as a specialist centre for many health problems such as major trauma, uncommon cancers, liver transplants and some children's services. Our goal is to further strengthen and develop our specialist status.

The best clinical leaders and researchers will attract the best medical staff. This, in turn will improve our outcomes. We will continue to strengthen the consultant body and place greater emphasis on their research capabilities in candidate selection.

### You told us...

There was broad support for the Trust to be recognised as a leading UK specialist hospital with more clinical trials and experimental research. You wanted to see us using resources effectively and efficiently whilst delivering outstanding research programmes.

It was important to you that the Trust attracts and retains the best medical students and trains them into some of the world's leading medical talent. There was also a call for us to be a hub of outstanding medical informatics.



## What are we doing?

We continue to build on our already strong position around research, education and innovation to become a centre for excellence in this area. In order to achieve this we will do the following.

- Achieve the status of a “Biomedical & Health Research Centre” of excellence by 2018.
- Increase the number of patients having access to trials and cutting- edge experimental research studies by 2015.
- Work closely with strategic partners across Leeds to develop outstanding Medical Informatics platforms that will help us create the very best integrated and specialist care pathways.
- Support the University of Leeds to remain in the top five medical schools in the UK. We’ll work closely with all our regional university partners to ensure the supply of allied health professionals, nurses and other staff keeps pace with our growing demand.
- Grow and train our own world-leading medical talent by enhancing the undergraduate and postgraduate educational experience.
- Support medical students training at our Trust, promoting it as a great place to work and ultimately attracting the highest calibre of students to return.
- Increase the scale of our research and education ambition to attract and retain the best of the best.
- Build on the partnerships we already have and encourage new international partnerships and collaborations, especially in Europe and the Middle East.
- Work with schools and colleges to improve access routes for local people to jobs in the Trust at every level and increase the number of apprentices working, training and learning with us.



- Work collaboratively with fellow NHS providers in our Academic Health Science Network to ensure the adoption and spread of best practice, especially in patient safety programmes and innovative therapies.
- Invest appropriate capital funding into cutting edge technology and new facilities to match our ambitions.
- Work with specialist commissioners to ensure that their highest standard specifications and policy requirements are met.
- Build our commercial activity to financially support the patient services we offer.
- Continue on our journey to becoming paper-light.
- Use new digital technologies that improve the patient experience.
- Work with partners across the city in the Leeds Innovation Health Hub to secure Leeds as an integrated centre for health innovation.
- Our clinical leaders will help us decide which specialist services we pursue in the future, taking into account which services are financially viable and our clinical outcomes for each one. These will be described in the clinical services strategy and supported in the estates strategy. These plans will be developed in discussion with our partners, stakeholders and wider patients and public, as appropriate.
- Continue our partnership with the University of Leeds at the Leeds Institute for Data Analytics, funded by the Medical Research Council (MRC).
- We will push forward with our work on 'BIG data'.

# Goal four: Integrated care

Hospitals that offer seamless, integrated care.

## What does this mean?

If we are to be truly patient-centred we must organise our care around our patients in an integrated way. Good integrated care sees all health and care providers working together seamlessly for the benefit of the patient. This ensures that patients receive care in a timely, convenient, co-ordinated and consistent manner and have a bigger say over their own care and how we work with them to deliver that. Leeds Teaching Hospitals NHS Trust and the other health and social care providers across Leeds are all committed to this and, as part of the national Integrated Care Pioneer Programme, will be pushing for this to happen quickly across the city.

We are a specialist centre where patients receive the latest trial drugs, therapies and treatments; but we care equally as passionately about making sure that “everyday” conditions and minor surgical procedures are given the same time and attention as brain or heart surgery.

Keeping the public well (and out of hospital) is a task that stretches beyond the NHS and Social Care services; housing, transport, environmental services and many other sectors play a vital part in this. The Leeds Joint Health and Wellbeing Strategy sets out actions and outcomes that will support us by keeping demand for hospital based services down. We will work with our partners to achieve the outcomes contained in this strategy.

Many patients do not need to be in hospital and can be better supported in the community or even in their home. We will work with our NHS, Leeds City Council Social Care and voluntary sector partners to reduce admissions to hospital for frail elderly patients and those with long-term conditions by providing better alternatives closer to or at a patient's home. For example, our maternity services will work with other care providers to ensure that babies have the best start in life with joined up services for families before their babies are born. We will work with families and GPs

to ensure the best care and we will make sure that everyone can access their own care record.

If patients need to go into hospital, their experience will be planned and managed effectively with good links to their GP and other services. We will make sure that patients are able to go home as soon as possible and that they are provided with the right aftercare to make sure they can stay at home. On leaving hospital, patients will go back to services as close to home as possible with effective support for rehabilitation. We will work closely with NHS partners, the local authority, charities and voluntary groups to bring about the best possible outcome for each individual patient.

Releasing the pressure for beds and theatres by improving our efficiency and standard length of stay for minor and non-complex conditions will allow us to expand our specialist portfolio. There is a compelling case for being the best for specialist and integrated care.

## You told us...

Key themes included better collaborations, including people, knowledge and physical resources both within the Trust and across the city's health economy. Safe and better experience for patients needs to be at the centre of any decisions, including giving patients access to their own health care records and implementing the Leeds Care Record.

Integration was generally considered as a benefit to care quality and safety and you wanted to see more about developing integrated care across Leeds, making sure patients are treated in the best environment for their needs.



## What are we doing?

Strong partnership working is key to successful integrated care and we are a key part of the programme board driving forward this work across the city. In order to ensure this continues we will do the following.

- Play a pivotal role in the development of the city-wide Integrated Care Pioneer Programme with partners from health and social care.
- Implement the Leeds Care Record programme to ensure information is shared better between us, GPs and other health and social care providers leading to a safer and better experience for patients.
- Play our part in achieving the outcomes described in citywide health & social care and health & wellbeing strategies.
- Work with commissioners, health and social care providers, patients and staff to develop strategies for integrated services and pathways across Leeds, challenging traditional organisational boundaries and looking for the best way to deliver care for patients. Our clinical staff will lead this work and where it is better for patients to be treated in a different way, we will work with partners to make this happen in a responsible and safe way which does not disadvantage or inconvenience patients.
- Reduce urgent admissions for frail elderly patients and those with long term conditions by up to 20%. Access to urgent advice and care will be available digitally, on the telephone and at urgent care centres.
- We will provide immediate treatment when patients need it with a full range of A&E facilities and community based services too.
- Ensure ambulances take patients to the point of appropriate care, which will increasingly mean different options. This may be alternatives to hospital or the regional specialist centre in Leeds.
- Give patients access to their own health care record.

# Goal five: Finance

Financially sustainable.

## What does this mean?

Each day, 365 days a year, we spend nearly £3 million delivering our services. The context for sustainability is to focus on what we have and be confident that it is put to the best use.

Like the rest of the NHS, we face major financial constraint for the foreseeable future. We need to be able to make annual efficiency savings of between four and six per cent per year for the next three years and all while demand for health care is increasing. There are limits to the level of savings we can make through salami slicing annual budgets without compromising the delivery of the safe and high quality care that our patients expect and deserve. We need to think differently, take a more long term approach and look at new and innovative ways of delivering services differently in order to be sustainable and more effective.

Our ambition will not be realised unless we are financially viable. We can no longer expect to be allocated money ear-marked for other parts of the NHS to subsidise practices that continue in our



hospital but have been transformed in other Trusts. The entire health system in Leeds will not succeed unless we become a truly integrated health and social care service. This means that fundamental changes need to be made, without traditional organisational boundaries getting in the way of better care.

Leeds Teaching Hospitals is not currently financially sustainable and we will need to achieve this by:

- ensuring we are paid correctly for the work we do
- treating patients differently who do not necessarily need to come to a hospital
- being amongst the best in the UK for efficiency, length of stay, purchasing and the use of information technology so that every taxpayer pound counts.

We are clear that unless we invest immediately in more nursing staff, improved processes, the best

researchers, managers and infrastructure we will not bring about the step change we need in the quality of patient care we offer.

We believe that investment will allow us to work more efficiently. For example, an investment in staffing levels will see more staff on our wards enabling nurses to spend more time with patients and running the ward more efficiently. This will lead to our length of stay and infection rates reducing and will release us from our reliance on expensive agency staff. This greater productivity and a focus on better integrated care in the most appropriate setting could reduce the number of wards, and even sites, we need to deliver care from. This could help us to reduce our overheads and costs in the longer term.

Achieving Foundation Trust status will also give us greater financial freedoms and enable us to build a surplus for investment in services. To become a Foundation Trust, we need to invest in nursing, specialist services and integrating our services.



## You told us...

Key themes were investigating new revenue for research and specialist services, a three year financial plan and working smarter across the organisation including cross-divisional working.

You also wanted the leadership team to develop clear 'invest to save propositions' and make difficult choices, including radical ideas like the selling off of assets, land and closing of some facilities.

## What are we doing?

- Develop a three year financial plan to support us achieving financial sustainability by 2016/17.
- Work smarter across the organisation to make efficiency savings of 18-20% over three years.
- Work with clinical leads to identify how things can change and set out clear improvements in service quality and efficiency. When necessary, invest but with a clear expectation on return.
- Identify new opportunities around research funding and specialist services.
- Enhance the Trust's marketing and commercial skills to identify and deliver in areas where we can generate more revenue.
- Achieve Foundation Trust status in three years' time enabling us to develop a surplus to invest in our future.





Summaries of this document can be made available, by arrangement, in large print, Braille and community languages, from:

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