



The Leeds  
Teaching Hospitals  
NHS Trust



2021  
2026

# Our Strategy





It is a privilege to lead Leeds Teaching Hospitals NHS Trust. 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. Of huge significance has been securing over £600m of investment to build our two new hospitals at the LGI and pathology laboratory at St James's University Hospital.

The coronavirus pandemic has impacted every part of our organisation. In the years ahead, we will continue to learn how to live with the virus and recover from its devastating impact. Our context is different, but our vision is the same; to be the best for 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. In our journey out of the pandemic we remain determined to see Leeds Teaching Hospitals be the best for patient safety and quality, the best place to work, a place for seamless integrated care, a centre of excellence for research and education and financially sustainable.

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.

**Dame Linda Pollard DBE DL Hon LLD, Chair**  
**Julian Hartley, Chief Executive**

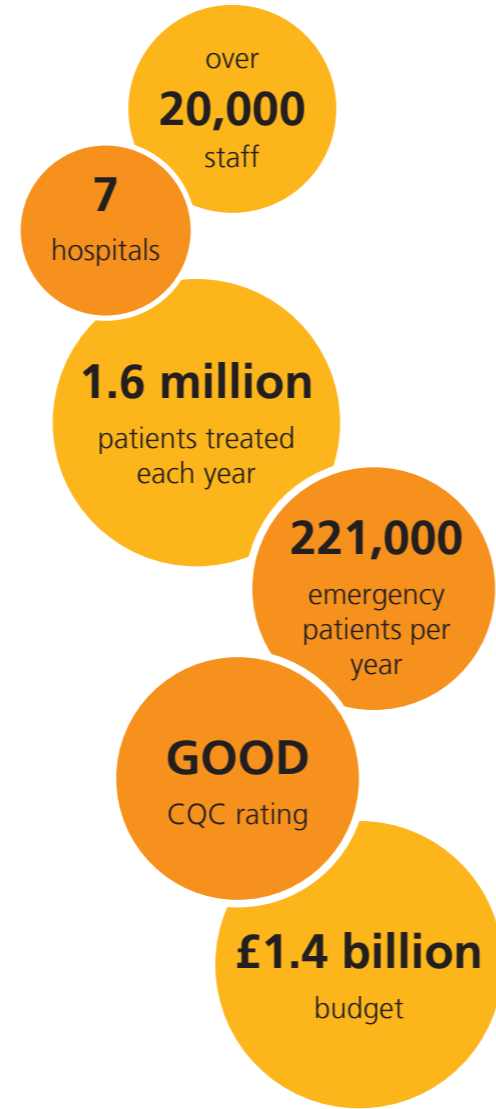


## About Us

Leeds Teaching Hospitals NHS Trust is one of the largest teaching hospitals in Europe, 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 Hospital, Leeds Children's Hospital, Wharfedale Hospital, Chapel Allerton Hospital, Leeds Dental Institute and Seacroft Hospital.

We treat 1.5 million patients every year, including more than 200,000 emergency patients. We spend around £1.34 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 seeking to use our economic influence to influence the health and wellbeing of our community, as an employer of over 20,000 staff, purchaser of goods and services and civic partner. 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.

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**We are rated as a 'good' Hospital Trust by NHS regulator the Care Quality Commission**  
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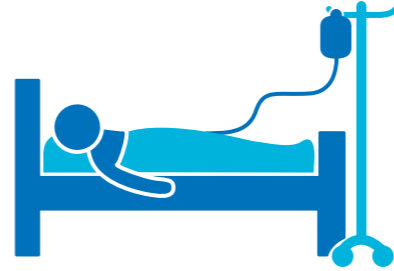
LTHT in numbers



2,000  
beds



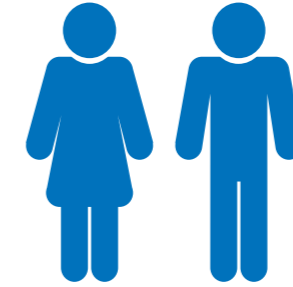
9,000  
babies born



120,000  
inpatients



125,000  
ward attenders



20,000  
staff



1,196,000  
outpatient appointments



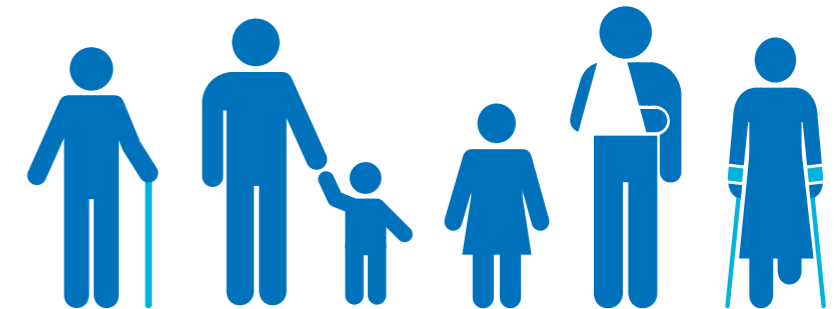
107,000  
day case patients



221,000  
patients attending A&E



7  
hospitals



1.6 million  
patients every year



## 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 General Infirmary

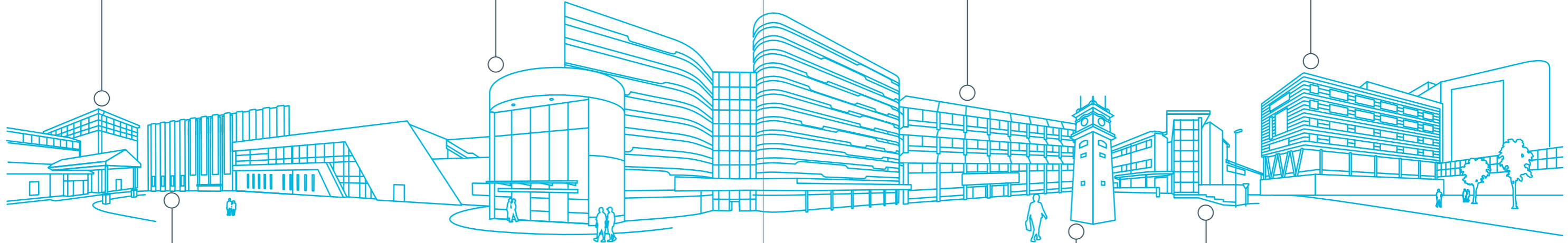
The LGI is a specialist centre for a number of services, including the Major Trauma Centre, neurosciences, cardiac services and hand transplants. It also provides many general acute services like A&E, intensive care and high dependency units, maternity and operating theatres. Hospitals of the future will provide state of the art new adult facilities at the LGI.

## Leeds Children's Hospital

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

## St James's University Hospital

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



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 Dental Institute

Seacroft 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

This modern community facility provides a range of local services. This includes day case surgery, diagnostic services and many specialist outpatient clinics.

## Wharfedale Hospital





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Our vision is to be the best for specialist and integrated care  
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Our values, known as The Leeds Way, are to be:

**Patient-centred**

**Fair**

**Accountable**

**Collaborative**

**Empowered**



# The Leeds Improvement Method

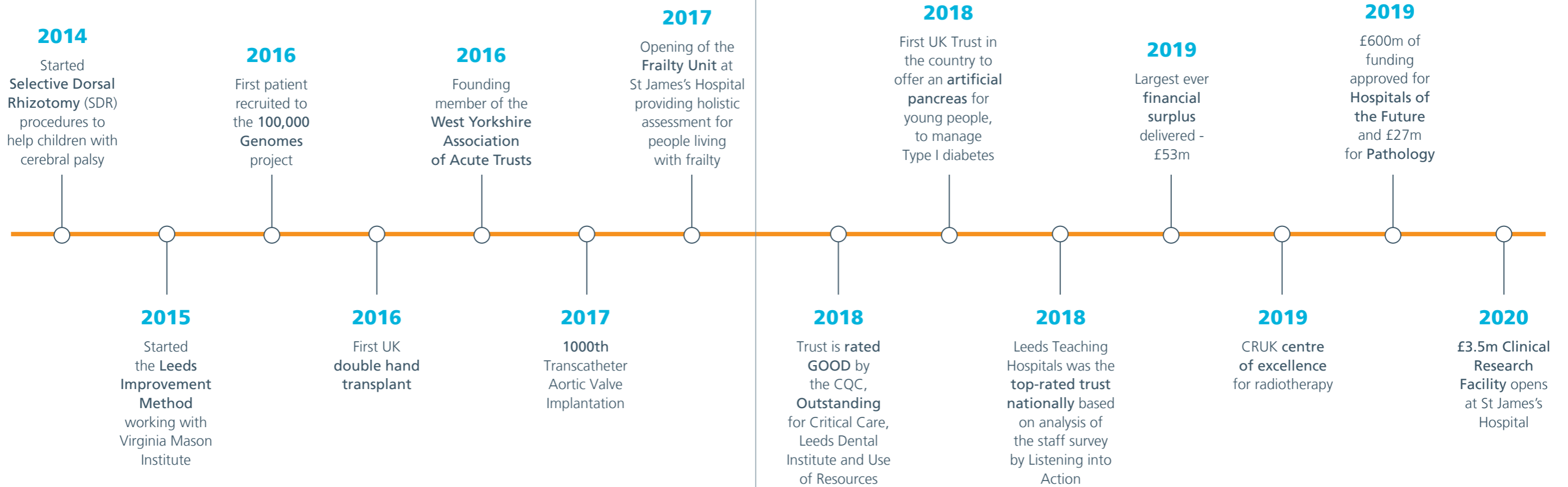
The Leeds Improvement Method is our management method and central to our strategy. We are systematically embedding quality improvement into our day to day work, decision making, training and development across the Trust. Empowering and supporting our teams to improve quality, reduce variation and waste.

“We are embedding quality improvement into our day to day work”



# Our progress

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

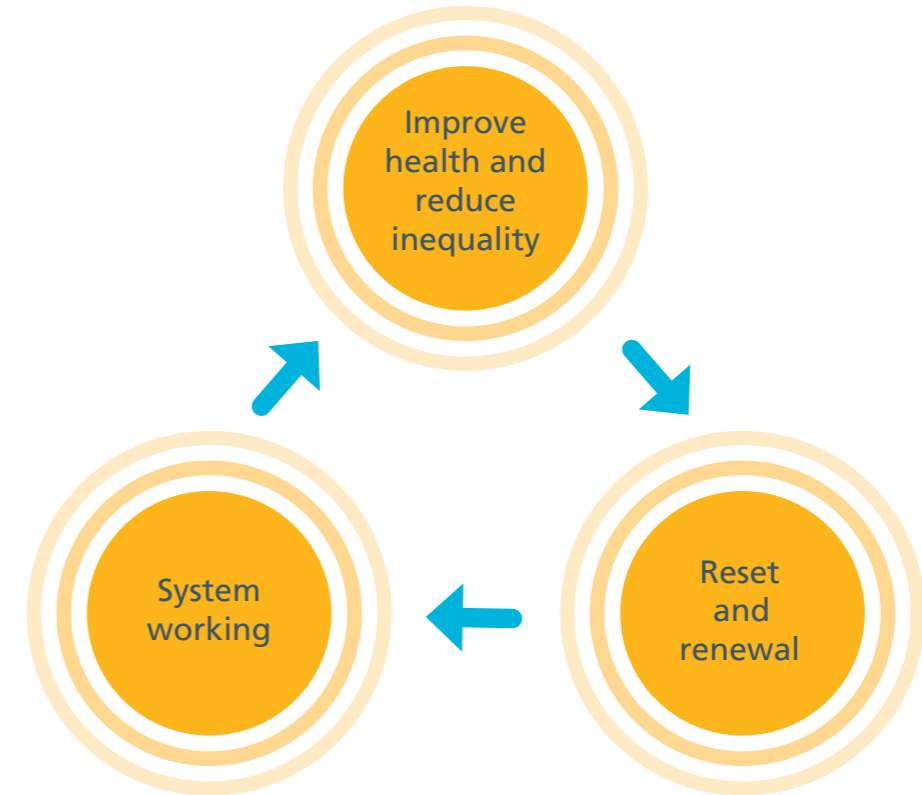




# Drivers for refreshing our strategy

- Demography** An aging population and growing numbers of older people combined with an increasing number of children in the most deprived communities.
- Disease burden** An increasing number of people with multiple long term conditions. A social gradient to health i.e. people living in deprived areas have worse outcomes.
- Legislation** A Health and Care Bill which will create new statutory bodies in Integrated Care Systems and dissolve Clinical Commissioning Groups.
- 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. The COVID-19 pandemic has exacerbated many of these pre-existing 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 by at least 10%.

This must be achieved together with our partners, and we can contribute by taking action including:

- Improve our understanding of the needs and demographics of people who use our services
- Design services with regard to prevalence and premature mortality from conditions
- Diagnose and treat early, taking a personalised and holistic approach
- Ensure health promoting opportunities are embedded throughout our services, prioritising prevention and treatment
- Recognise that ill health and transitions in care can significantly change people's lives.

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 making good progress in this role, with initiatives such as the Lincoln Green pre-employability scheme, which provides targeted training opportunities for people living the city's most deprived neighbourhoods. The Trust is an active member of the Leeds Anchors Network, which brings

together organisations from across the city to align and share good practice. We will build on this by expanding our current initiatives and further our social and economic impact within Leeds.

**A healthy and caring city for all ages**



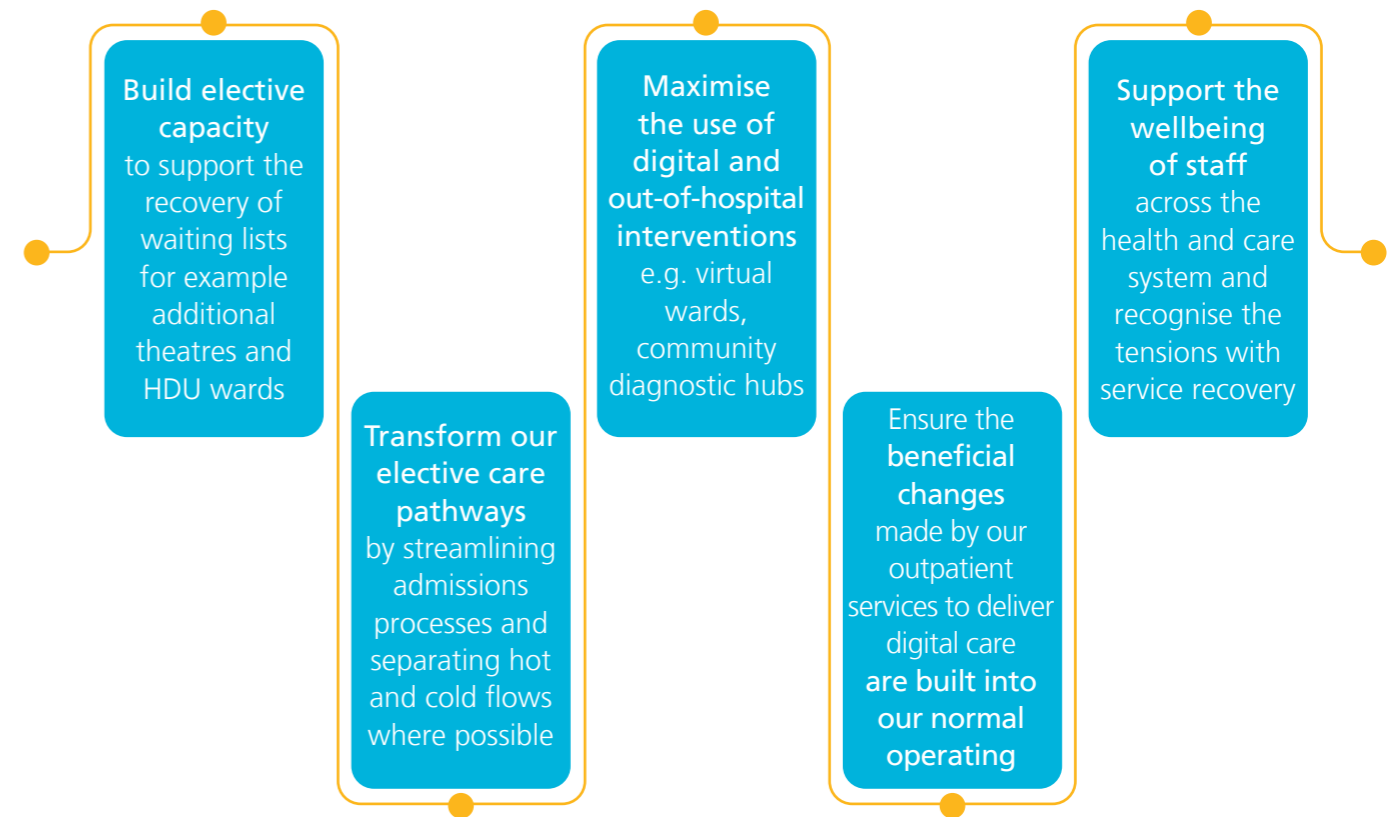
## Reset and renewal

The COVID-19 pandemic has had a profound impact for our patients and staff, in common with healthcare systems and people globally. We are proud that our teams rose to the immediate challenge of ensuring people with COVID-19 and other clinically urgent health conditions received the care they needed. We recognise that this required many service changes and necessitated some elective services being put on hold during the peaks of the pandemic, with a consequent impact on waiting times and waiting lists.

We are also currently operating on the goodwill and motivation of a workforce who have endured one of the most difficult periods in healthcare provision in living memory. The physical and mental health of our staff has been challenged during the pandemic and we will prioritise their wellbeing during the renewal of services.

Whilst COVID has provided us with significant challenges, the experience has also created positive change and innovation. The solutions we have found will serve in our recovery.

Full recovery from COVID-19 will take years. However, our drive to deliver the best care for our patients and to be the best employer, along with the fantastic work our staff are already undertaking, means we are confident about what lies ahead.



## System working

The pandemic has reinforced the importance of our existing strong working relationships in Leeds and West Yorkshire. We make most progress when we work in partnership and empower our frontline teams to work together to improve services for patients. System working will be at the heart of our approach as we reset services to recover from the pandemic and improve health and reduce inequality.

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. We are expanding our systematic approach to quality improvement across the city to empower staff to make meaningful improvements for patients and citizens.

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 and Harrogate 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.





## Best for patient safety, quality and experience

We will continue our **systematic approach to quality improvement and management**. To do this we are expanding and embedding the Leeds Improvement Method, empowering our staff to improve care processes in partnership with patients. Our Quality Review Framework supports Clinical Service Units to assess, identify and outline improvements. We will apply a systematic approach to the measurement of safety, patient experience, continuous learning, leadership and governance, ensuring accountability for improvement against key outcomes.

Having sufficient highly trained staff is crucial for providing high quality care. We will therefore continue to **invest in and develop our workforce**. A key focus for this is expanding our nursing and midwifery workforce. We will offer comprehensive development for staff, supporting them to deliver outstanding care.

Involving patients and the public is key to understanding the value of services and how we can improve. We **listen to and empower our patients and the public**. We will develop quality improvement partners; experts drawn from our patients and including members of the public who can support us to develop services in line with patient priorities.

## The discharge collaborative

One of the most significant challenges facing acute NHS Trusts relates to patient flow. The discharge Quality Improvement (QI) collaborative is a breakthrough series collaborative that aims for 70% of patients to be discharged by 3pm to enable a better flow of patients throughout the organisation and utilise available capacity. Despite COVID-19, performance has remained stable, including discharges in the Children's Hospital improving from 41% to 45% and discharges in the Oncology CSU improving from 36% to 40% before 3pm. Early discharges are key for ensuring patient safety, preventing overcrowding in A&E and improving patient experience by ensuring patients are not discharged in the dark or subject to unnecessary delays.

## Best place to work

We want LTHT to have the most engaged workforce in the NHS. There is clear evidence that an enthusiastic, motivated and empowered workforce is most likely to provide outstanding care for our patients.

We are using **effective workforce planning to ensure the right skill mix and diversity of staff**. 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 **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 will support staff and services to recover from the effects of the pandemic.

We will provide **excellent education, training and development** so that people are skilled to do their job and realise their full potential. This includes improving the student experience and maximising the use of apprenticeships.

## BME Network

As part of a series of initiatives, the Trust has launched a reciprocal mentoring programme to improve the diversity of our future leaders, create a culture of empowerment and inclusion, and provide a safe environment for mutual learning about professional, personal and cultural similarities and differences. Over the course of a year, 12 senior leaders have been partnered with 12 aspiring leaders from a BME background to share their experiences of working at the Trust, support each other's development and take positive action to reduce the barriers our BME staff currently face. It has increased awareness about the BME experiences and barriers they face, helping both learning partners to understand and support each other with authenticity and compassion.



## Seamless integrated care

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. We are supporting people to stay well in their own homes, and discharge people from hospital to the most appropriate setting at the best time.

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 different patient pathways, further developing virtual wards and streamlined admission processes. We are also expanding theatre and high dependency unit capacity to address the increase in patient waiting lists caused by the COVID-19 pandemic.

We will **design services to improve health and reduce inequality**. Particularly in the wake of

COVID-19, 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 have been 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.

## Community Midwifery

Continuity of Carer before, during and after birth has been shown to improve safety and outcomes for both the parent and their baby, particularly for those at risk of health inequalities. In response to national recommendations, the Trust is targeting the roll out to areas of deprivation and high proportion of BAME communities and is providing midwives with further training to facilitate up skilling to support their care. There are currently seven geographically based continuity of carer teams in Leeds with new teams scheduled to launch throughout the coming year. Evaluation of the approach is showing a positive impact on culture and delivering maternity transformation.

## Centre of excellence for research, innovation, education and specialist services

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

We **provide excellent education, training and development** so that people are skilled to do their job and realise their full potential. We will promote a comprehensive development offering including building the skills and capability for improvement, increasing interprofessional educational programmes and opportunities for technology enhanced learning. We are continually improving our education and training facilities to ensure they can provide an outstanding experience for our learners.

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 District and the development of real world data partnerships.

We are continuing to invest for **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.

## Congenital Heart Surgery

Over a three-year period, Leeds Congenital Heart Unit performed heart surgery on 929 children and achieved a survival rate of 99.4%. These are the best outcomes in the UK and the children's heart surgery unit was the only one to have a survival rate that was in the highest performance category, being 'much higher than expected' for units of its kind in England. These results are a major milestone in the unit's journey since 2013, highlighting the high quality of leadership, team working and continuous improvement that has helped to achieve a world class service.

## Financially sustainable

Our objective 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. Our **aligned incentive contract** exemplifies this approach.

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.

## Patient level costing

The Costing Team have revolutionised our use of patient level costing (PLICS) to support service redesign, identify waste and deliver efficiencies across the Trust. Through pioneering collaborations with a wide range of clinical services, the Team have developed tools to identify variation in the use of theatre consumables, improve the management of anaemia in surgical patients, and ensure the Trust has sufficient PPE to protect frontline staff. More recently, their development of a population health management analyser aligns patient-level cost data with demographic, comorbidity and lifestyle information to help clinicians target improvements in outcomes. Together, this work highlights the potential of clinicians and finance staff working more closely together to support improvements in value and financial sustainability.





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**Our ambitious plans will deliver two new hospitals at the Leeds General Infirmary**  
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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 six of our sites.

## Hospitals of the Future

Over the next five years we will deliver two new hospitals at the Leeds General Infirmary - a state-of-the-art hospital providing adult healthcare services and a world class new home for the Leeds Children's Hospital. For the first time in Leeds, health services for children and young people will be brought together in a building dedicated to their needs. This investment will deliver modern, sustainable healthcare in an environment that supports individual care, innovation, technology and research. This transformation will boost the local economy. It will create around 3,000 jobs and deliver up to £11.2 billion growth as part of an innovation district for Leeds. We will also create wider community benefits and social value as part of the construction process.

## A smaller, upgraded estate

We have an ambitious long-term plan to reduce the total size of the estate and use more of it for clinical work. We will move many of our services into new, purpose-built facilities and reduce the number of buildings we have from over 130 to 75 by 2035. Our total non-clinical space will reduce from 45% to 35% of our estate.

We currently have a total backlog maintenance cost of £120m. Investment in our buildings will reduce this figure to £60m over the next 15 years.

We are upgrading and reconfiguring how we use our space to support the work of our clinical teams. £27m of investment will see our pathology services centralised at St James's University Hospital to create a purpose-built specialist laboratory.

## A green Trust

As one of the largest organisations in Leeds, we create a significant environmental footprint through our carbon emissions. We will become one of the greenest NHS Trusts in the UK through our Green Plan and our sustainability targets and actions. We aim to have more than halved our CO2 emissions by 2030 and achieve net zero by 2040.

## Attend Anywhere

Petrol and Diesel vehicles are the main source of air pollution in most cities, which can cause and exacerbate medical conditions. The average distance our patients have to travel to appointments is 17.5 km, which contributes a significant amount of emissions and air pollution each year. To reduce car travel to and from the Trust, we launched the Attend Anywhere platform, a secure web-based platform which enables video consultation appointments. Attend Anywhere has reduced patient travel by approximately 4.2 million km and has helped the Trust to avoid generating approximately 708 tonnes of CO2e over a 5-month period. This platform gives flexibility to patients and staff, which improves the resilience of our services and makes them more accessible to people in our community by eliminating travel time and reducing travel cost. We aim to increase the use of this platform to provide accessible remote appointments to more patients.



## A digital hospital

Our use of technologies will see us lead the way in creating a digital healthcare future in the NHS. Digital solutions improve the day-to-day experience of our patients and staff and support research and innovation. Our investment will see this increase.

We want our workforce to be digitally empowered, providing good experience for staff and patients, using IT which “just works”. We are giving clinical teams easy access to electronic patient records and will provide effective IT systems. We will enable more ways for patients to engage digitally with their clinical services.

Our data and insight will improve. We are applying consistent data management principles and developing systems which work together to improve the quality and coordination of data. The right data and tools are being made more accessible to staff to improve how we provide and plan care.

We are reliant on good digital infrastructure, so we are making our infrastructure resilient, safe and secure. We will continue to develop PPM+ as our core Electronic Health Record system, integrating applications from all parts of the Trust with it and enabling access for colleagues in the health and care system. Building on our experience during the COVID-19 pandemic, we are increasing the flexibility of our digital technologies and the ability of our staff to communicate and work remotely.

## Virtual Reality training of medical students

Whilst medical student placements were suspended during the pandemic, Microsoft HoloLens was used to continue delivering quality education and training within a clinical environment whilst maintaining patient, student and staff safety. The HoloLens is a computer embedded within a headset with a high-definition camera, enabling the wearer to see the students, who in turn can see through the eyes of the wearer. This provides an opportunity for the wearer to communicate with patients whilst enabling students to experience the teaching session remotely. This technology has been used to deliver live streamed teaching ward rounds and was found to be a valuable learning opportunity whilst maintaining patient safety. The augmented reality capability also enables students to annotate real-time images, and a project is underway to develop a 3D anatomy holographic teaching session. The next step is to evaluate the role of virtual reality technology in generating authentic clinical environments within which medical students can have a truly immersive learning experience.



[www.leedsth.nhs.uk](http://www.leedsth.nhs.uk)

 LeedsTHTrust

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