

**NHS**

The Leeds  
Teaching Hospitals  
NHS Trust

# Leeds Teaching Hospitals NHS Trust



# Welcome to Leeds Teaching Hospitals NHS Trust

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

This brochure tells you a little bit about our Trust, giving you an overview of the wide range of services we provide at local, regional, national and international level.

We are incredibly proud of the work we do across our seven hospitals in Leeds. We have highlighted just a small selection of the patient-centred care we provide and the innovative partnership approach we are taking to improve our services so that we can deliver leading-edge healthcare.

We are one of the largest providers of specialist services in England covering more than 100 specialties for patients across the country. We are a leading contributor to healthcare research nationally and one of the largest providers of clinical trials for patients in the UK. Our state-of-the-art facilities enable us to deliver high-quality hospital services for the people of Leeds, Yorkshire and the Humber and beyond.

Our workforce of almost 17,000 staff are central to everything we do here at Leeds Teaching Hospitals and our reputation for specialist care, research and academic training is down to their hard work and dedication.

We are committed to delivering the highest quality compassionate care for all of our patients all of the time and we believe we are in the best possible position to do this.

We are passionate about what we do and we have lots more things we would be delighted to share so please do get in touch.

Dr Linda Pollard CBE DL  
**Chair**



Julian Hartley  
**Chief Executive**



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# Leeds Teaching Hospitals NHS Trust

Leeds Teaching Hospitals NHS Trust is one of the largest and busiest acute hospital trusts in the UK.



**Our priority is to provide high quality, safe care for every patient every time**



We are a regional and national centre for specialist treatment, world renowned for research and clinical trials and also the local hospital for Leeds. We are rated as a good Hospital Trust by our regulators the Care Quality Commission.

We have some of the world's leading clinicians working in our hospitals and the most advanced and innovative medical technology. This means we can provide our patients with the best possible care.

We have an overall income of around £1 billion so we can provide local and specialist services for our immediate population of 770,000 and regional specialist care for up to 5.4 million people. We are also the national centre for some highly specialised services, treating patients from across the country.

Our priority is to provide high quality, safe care for every patient every time, ensuring they have a positive experience of our services. We employ almost 17,000 people and they work tirelessly to provide the very best in patient-centred care.

We are incredibly proud to be driving forward clinical firsts and leading edge research showing that Leeds Teaching Hospitals is truly at the forefront of specialist and integrated healthcare.



Leeds Teaching Hospitals NHS Trust

# LTHT in numbers\*



**2,000**

beds



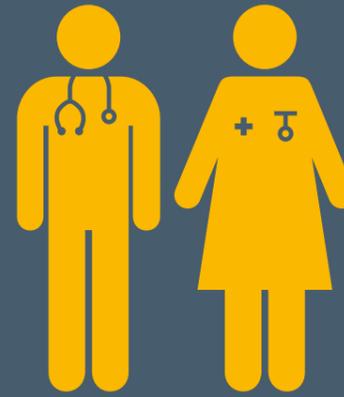
**10,000**

babies born



**130,000**

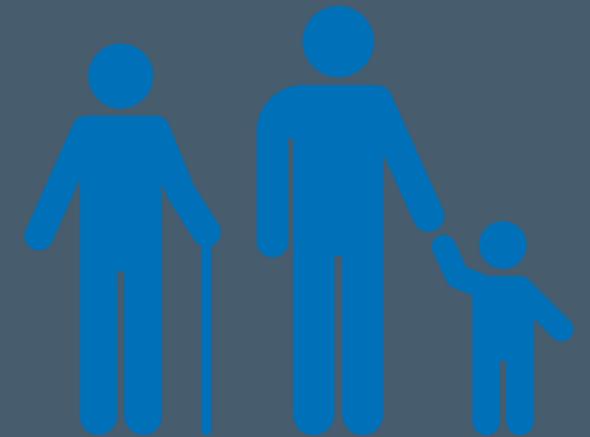
inpatients



almost

**17,000**

staff



**1.5 million**

patients every year



**1,150,000**

outpatients



**106,000**

day case patients



**205,000**

patients attending A&E



**7**

hospitals

\*Numbers approximate at time of printing.

# Our care and clinical expertise is spread over seven hospitals:

## Wharfedale Hospital

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

## Leeds General Infirmary

The LGI is a specialist centre for a number of services, including the Major Trauma Centre and hand transplants. It also provides many general acute services like A&E, intensive care and high dependency units, maternity and state-of-the-art operating theatres.

## 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.

## 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.

## Seacroft Hospital

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.

## 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.

## 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.

# The Leeds Way



The Leeds Way is who we are and what we believe. It defines how we work to deliver the best possible care and outcomes for our patients. The Leeds Way is about listening and being inclusive and taking on board the very best ideas out there.

The Leeds Way was developed by our people, using the latest crowdsourcing technology to undertake our largest staff engagement programme.

There are well recognised links between engaged staff and improved patient care so we needed all of our staff to believe in our vision and values to help us achieve our goals. We asked them to describe the behaviours and leadership they believed were needed to be the very best and to achieve our vision. The strength of The Leeds Way is that it has been created by our people.

The Leeds Way is embedding well across the Trust and we are incredibly proud to see how people have truly embraced the values and associated behaviours in their day-to-day work.

Our nursing, midwifery and allied health professionals have also launched 'Caring The Leeds Way' making a professional commitment to live our values in caring for our patients.



**There are well recognised links between engaged staff and improved patient care**



# Our vision



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



# Our goals

- 1 The best for patient safety, quality and experience**

Our priority is to provide high quality, safe care for every patient every time. We want to involve patients in their treatment and use their feedback to drive quality improvement and become the safest hospital in the country.
- 2 The best place to work**

We want to develop a highly-engaged, high performing workforce with a patient-centred culture.
- 3 Centre of excellence for specialist services, research, education and innovation**

We are one of the largest providers of specialist healthcare services in the country and work closely with our research and education partners. We want all of our patients to have the opportunity to take part in research.
- 4 Seamless and integrated care**

To ensure our patients continue to be at the heart of everything we do, we will improve care and services by working closely with our partners across health and social care.
- 5 Financial sustainability**

We will identify cost savings we can make to help us on our journey to sustainability. We will also seek out business development growth opportunities to support the delivery of high quality care and benefit the Trust, our patients and the city.

# Our values

Our values, known as The Leeds Way, are to be:

patient-centred

fair

accountable

collaborative

empowered



# Our services & specialties



Leeds Teaching Hospitals provides patients with access to some of the very best care in the country across a wide range of services.

Our services include:

- hospital services for our community in Leeds that include high quality and effective care including A&E, outpatients, inpatients, maternity and older people's services;
- highly specialised services for the population of Leeds, Yorkshire and the Humber, nationally and beyond.

As one of the largest providers of hospital and specialist services in the country we are committed to providing patients with the very best care and seamless provision of all our services.



**We are committed to providing patients with the very best care and seamless provision of all our services**



# Local services



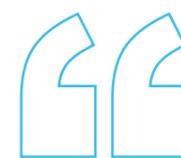
We are committed to providing the people of Leeds with accessible high-quality healthcare including emergency, surgical and medical care.

We are a specialist centre providing world-leading medical treatment but we care just as passionately about making sure that less complex conditions and minor surgical procedures are given the same time and attention.

If patients need to come into hospital we ensure that their experience is planned and managed effectively, ensuring good links with their GP and other healthcare services. We also make sure that patients are able to go home as soon as possible and that they are provided with the right aftercare so that they can stay at home.

To enhance this partnership approach to healthcare in Leeds and ensure we create a safer and better experience for our patients, we use the Leeds Care Record. This enables us to use the latest technology to better share information between hospitals, GPs and other health and social care providers.

Working to develop seamless, integrated care helps us to deliver high-quality local care for every patient every time.



**Working to develop seamless, integrated care helps us to deliver high-quality local care for every patient every time**



# Specialist services



Specialist services are commissioned by NHS England and we are one of the largest providers of these services in the country.

Our specialist teams treat a wide range of long-term conditions, such as renal and neonatal services through to rarer conditions and surgery such as uncommon cancers, medical genetics, hand transplants, and specialised services for children.

Over 40% of our overall income comes from our specialist services, which makes us one of the largest providers of these services in the country.

Our specialist doctors and nurses are some of the best in their field which means our patients are seen by expert staff who regularly treat complex conditions and receive the best possible care.



**Over 40% of our overall income comes from our specialist services**



# The majority of the specialist services we provide fall into five key groups:

## 1 Neurosciences and major trauma

The LGI is the designated major trauma centre (MTC) for adults and children in West Yorkshire and it is one of the busiest in the UK. We are at the heart of the West Yorkshire Major Trauma Network and our integral rooftop helipad provides access to a complete service under one roof. The MTC has been rated in the top three in the country for providing the highest quality specialist care for patients with complex and often life threatening multiple injuries.

We are the regional tertiary centre for Neurosciences, this includes services for spinal surgery, neurosurgery, neurology, neuro-rehabilitation, neurophysiology and stroke.

## 2 Cardiac services

Leeds has the largest Transcatheter Aortic Valve Implantation (TAVI) service and the largest Percutaneous Coronary Intervention (Primary PCI) service for treating heart attacks in the country, both with excellent results. We also host state-of-the-art facilities for the investigation and treatment of heart rhythm disorders (Yorkshire Arrhythmia Service).

Leeds provides a specialist regional Inherited Cardiac Conditions service and a multi-disciplinary Heart Failure service working closely with Primary Care.

## 3 Specialised transplantation and other specialised surgery

We have been providing complex specialist transplant services for the Yorkshire and Humber region for over 25 years. We are the largest solid organ transplant centre in the UK, the third largest liver transplant centre and a regional centre for renal transplants.

We provide specialised surgery locally, regionally and nationally. We are the only national centre for hand transplants commissioned by NHS England. We are also a major robotic surgical centre with two Da Vinci robots - one for adult surgery and one for paediatrics.

## 4 Specialist children's services

At Leeds Children's Hospital we provide one of the widest ranges of specialist children's hospital services in the country, offering the highest quality treatment to children and young people in Leeds, across Yorkshire and beyond.

Our state-of-the-art treatments and facilities provide major services for children and young people in specialties such as cancer and congenital heart surgery.

Nationally, we are one of only a small number of centres who offer lifesaving liver transplants; Selective Dorsal Rhizotomy, a specialist surgical procedure for some children with cerebral palsy; gender identity services, and services for children with primary ciliary dyskinesia - a rare respiratory disorder.

## 5 Cancer, blood and genetics

Leeds Cancer Centre provides some of the most advanced treatment and care for patients with cancer anywhere in the world. It is one of the largest comprehensive cancer centres in the country, offering specialist cancer services and is recognised as a world leader in cancer research and innovation. Leeds was the first centre to implement advanced high-dose rate radiotherapy techniques using linac technology co-developed with the manufacturer. We use some of the most advanced imaging and delivery technology available so that patients treated in Leeds have access to the very latest, world-class, state-of-the-art radiotherapy.

We have one of the largest single hospital pathology departments in the country. Our pathology department delivers diagnostic services to all clinical teams in the hospital and community, as well as some unique services further afield.

Our clinical genetics service works at a regional and national level seeing both adults and children. We are a lead partner in the Yorkshire and Humber Genomic Medicine Centre and we recruited the first patient in the region to the 100,000 Genomes Project. This national project aims to decode the DNA sequences of 100,000 genomes to gain a better understanding of the genetic changes that may cause diseases.

# High quality care



Providing high quality care for our patients is our top priority. We are continuously working to improve the quality of care so that we can be the safest hospital in the country.

Our Quality Improvement Strategy ensures that we are working to the highest level of quality and safety and delivering excellent outcomes for our patients. We have identified four key areas for quality improvement and how we are working to achieve these.

## Harm free care

We are developing a world-class culture of 'first do no harm' to deliver the safest healthcare in the UK. This will focus on harm free care in our wards.

We have attracted national interest in our patient safety huddles. These ward-based, short meetings identify patients at risk of deterioration and the appropriate actions to take. Patient safety initiatives like this have resulted in a 51% reduction in cardiac arrest calls on pilot wards and a 50% decrease in falls. Our ward healthcheck has also gone from strength to strength, achieving significant improvements in how we care for patients at ward level.

## Patient experience

We are improving the experience for patients and carers by listening to their feedback, responding to complaints and learning from them.

We have rolled out the Friends and Family Test (FFT) across all Trust inpatient wards, emergency departments, maternity services, children's services, day case units and outpatients. Overall, 93% of patients who completed the FFT test said they would recommend the Trust to friends and family.

We can use their feedback to improve the care we provide and ensure that we deliver the best possible care to every patient every time.

Our comprehensive complaints procedure means that we can properly support patients and carers who have had an experience in our hospitals that is not at the standard we would expect.

## Avoidable mortality

We are working to improve our avoidable mortality rate to be one of the best in the UK.

We have a Mortality Quality Improvement Group to look at how we can improve mortality rates. An essential part of this will be the introduction of a new case note review process and training sessions, developed by the Improvement Academy. This process is currently being piloted in three specialties to inform a consistent specialty mortality review process to be rolled out across the Trust.

## Integrated care with partners

We are developing improvements across the whole care pathway for our patients by engaging with our health and social care partners locally and further afield.

We are working with Leeds Institute for Quality Healthcare (LIQH), Leeds Academic Health Partnership (LAHP), Yorkshire and Humber Improvement Academy and other world-leading organisations to share ideas, innovation and learning.

# Leeds Improvement Method

We are one of only five Trusts in the country selected by NHS Improvement to work with the prestigious Virginia Mason Institute on a programme known to us as the Leeds Improvement Method.

The Leeds Improvement Method is the consistent approach to continuous improvement that we are developing across the Trust.

It reflects the culture of improvement we have at LHT and underpins the values of The Leeds Way. The aim of this five year programme is for us to be one of the top trusts for patient safety and efficiency in the country.



**The Leeds Improvement Method is already showing early improvements**



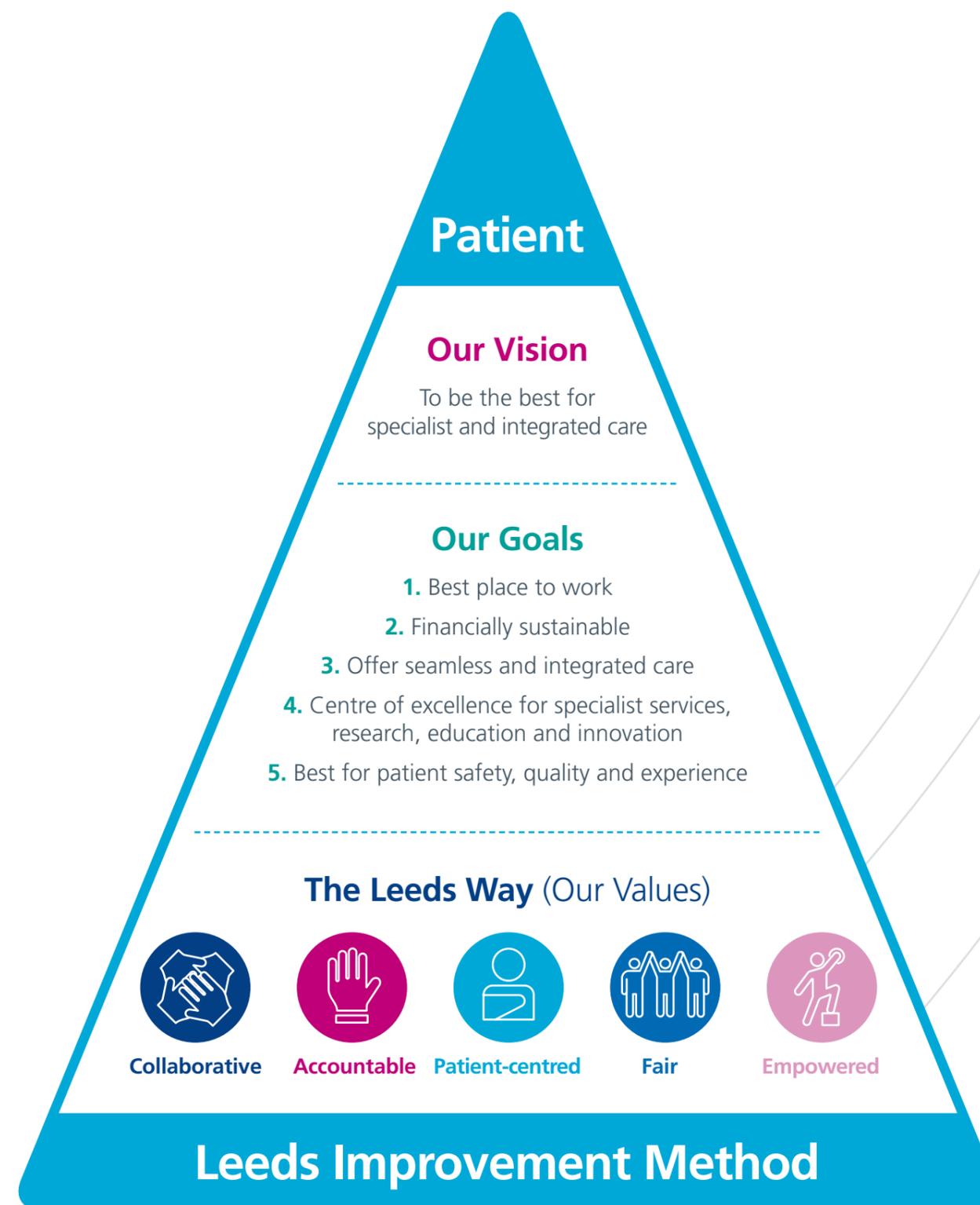
Launched in our elective orthopaedics service at Chapel Allerton Hospital, the Leeds Improvement Method brings together front line staff and gives them the skills and information to review and improve how we work. The patient is always the focus of our work and improving their experience of our care is our priority. The Leeds Improvement Method is already showing early improvements by reducing waiting, length of stay and theatre turnaround times.

This programme will enable us to take our work to the next level. By learning from the experiences of clinical staff at the Virginia Mason Institute and empowering our own clinical teams to adopt the relevant aspects of the approach, we will build a culture of continuous quality improvement across our organisation. This will enable us to not only be more efficient with all of our resources but also provide an improved experience and better outcomes for our patients.

In the first instance, our work is focusing on:

- Theatre scheduling in elective orthopaedics
- Discharge in Transurethral Resection of the Prostate
- Step down in critical care
- Patient services

The Leeds Improvement Method underpins our vision, goals and The Leeds Way values.



# Our people



Providing the very best patient-centred care is at the heart of everything we do and our people are integral to this.

We operate a clinically-led structure, which means that doctors, nurses and other healthcare professionals make the decisions on how we run our services. We have 18 Clinical Service Units (CSUs) which deliver all of our services and are led by a triumvirate team, including a Clinical Director, a Head of Nursing or Profession and a General Manager. Each CSU has its own clinical focus and is responsible for delivering the highest standards of quality, safety and financial performance for its service.

Providing high-quality care and running effective services is very much a team effort. As well as nursing, medical and scientific roles, our dedicated Estates and Facilities teams provide a number of support services and our corporate functions contribute to the smooth running of the Trust. These include Finance, Informatics, Human Resources and Patient Administration who work in partnership with the CSUs to deliver the best possible services for our patients.

Our people work in a variety of roles across the Trust and each one of them plays a role in making our hospitals the best they can be.

We know that a good working environment for our people means better care for our patients so we work hard to ensure that everybody has the chance to make their voice heard. We are one of very few Trusts to open up our NHS Staff Survey to every member of staff and we have one of the highest appraisal rates in the country. This means we have a reliable way to gauge staff opinion and can confidently build on their feedback to make LHT an even better place to work.

“

**Everybody has the chance to make their voice heard**

”

# Developing the best workforce

If we are to achieve our vision to be the best for specialist and integrated care, we need to develop a highly-engaged, high performing workforce and a patient-centred culture.

Our people means everybody who works in our Trust to deliver our services - staff, students and volunteers. It is important to us that every one of them feels empowered in their roles and able to influence decisions.

We do this by actively engaging with our people and by listening to their views and ideas. New starters to the Trust complete Corporate Induction on their first day of employment and are personally welcomed by the Chief Executive.

We are incredibly proud to have some of the world's leading experts working in Leeds, who continue to receive the very highest accolades in their fields and we celebrate these regularly.

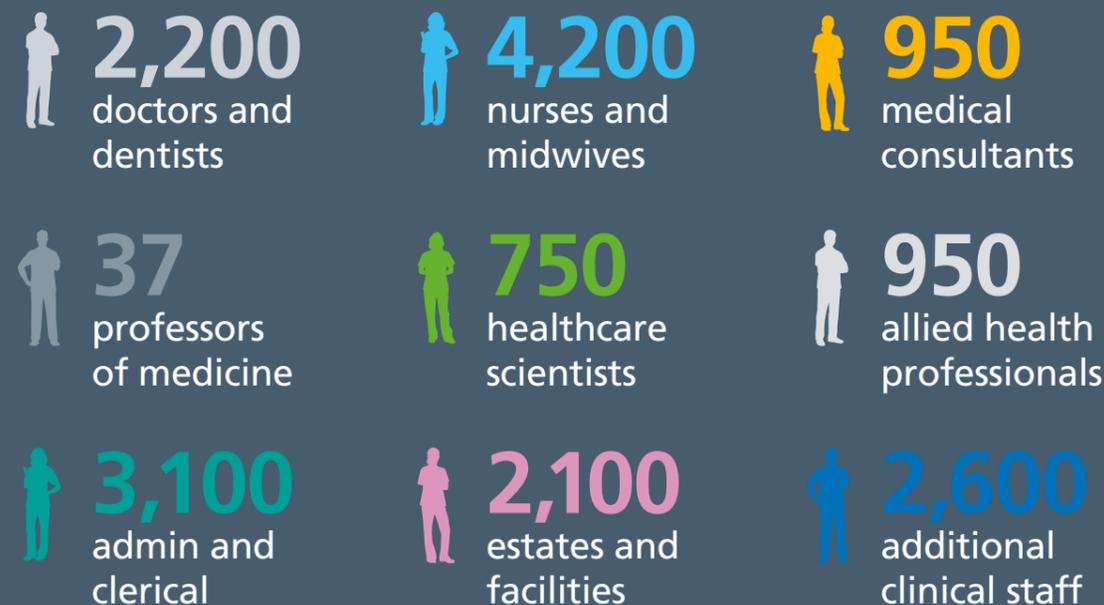
We are also committed to recognising, celebrating and sharing the successes of all individuals and teams who demonstrate a commitment to patient care and living The Leeds Way.



**We are incredibly proud to have some of the world's leading experts working in Leeds**



# We have almost 17,000 staff\*



\*Numbers approximate at time of printing.

# Highly trained people



It's important to us that all of our people, whatever their role, are given access to the best personal and professional development opportunities.

Highly-trained staff are vital in delivering exceptional treatment and care. We provide significant investment in training, including coaching and mentoring programmes to develop skills and performance. We also offer customer care courses which help support staff in caring for our patients.

We received the Health Education England Talent for Care Employer Award, which recognises the high quality training and education we provide to our people working in supporting roles.

The health and wellbeing of our people is incredibly important to us. We provide access to healthy food, gyms and exercise classes and recognise the importance of a mentally healthy workforce.

We are the top NHS apprentice recruiter in Yorkshire and the Humber and have around 300 apprentices in the Trust. They work in a variety of roles, including clinical support, administration, pharmacy, medical education, medical physics, engineering and gardening.

We have also been named the National Employer of the Year by the Learning and Work Institute for our apprenticeships programmes.

Effective leadership is key to delivering the best possible services. We provide 'Leaders in Leeds' training programmes to develop essential skills for leading our diverse workforce. This covers all areas of management, including our clinical leaders who play a vital role in the development of our organisation.

Our training programmes give our people the skills and knowledge they need to not only work within our organisation but to embrace our culture and live The Leeds Way.



**We are the top NHS apprentice recruiter in Yorkshire and the Humber**



# Research, education & innovation



We believe that being at the forefront of cutting edge research helps us to provide better care to our patients. We continue to be one of the largest providers of research opportunities to patients in the country, enabling patients to trial the latest developments as soon as possible.

We receive more than £20 million towards research and in 2015/16 more than 10,500 of our patients took part in hundreds of different high quality research studies, making us one of the best performing Trusts in England for projects recognised by the National Institute for Health Research (NIHR). We want to increase these opportunities so that all of our patients can participate in leading-edge clinical research.

Our links with the University of Leeds are going from strength to strength and together we will drive research, education and innovation across the city.



**Our links with the University of Leeds are going from strength to strength and together we will drive research, education and innovation across the city**



# Research & innovation

Our reputation for research and innovation as well as our track record for carrying out high quality projects attracts funding from a number of different sources.

We have national and international leading research clinicians for a range of specialties working in Leeds, including musculoskeletal disease, cancer and diabetes.

We work closely with the NIHR, higher education partners like the University of Leeds, and leading research charities including Cancer Research UK, British Heart Foundation, Arthritis Research UK, Yorkshire Cancer Research and many others to develop our research portfolio.

This has made it possible for us to test a wide range of treatments for a number of different conditions and lead the way in

making a real difference to the care we provide to our patients and the opportunities we offer to our staff.

We're the only NHS-funded centre in the country for hand and upper arm transplants following a UK-first operation carried out by our team in 2012. We were also the first hospital in the country to carry out a life-changing double hand transplant in 2016.

Our close partnership with the University of Leeds has allowed us to lead the way globally in the treatment of inflammatory arthritis and in the use of minimally invasive procedures for abdominal surgery.

We have also discovered the genetic causes of more than 30 rare conditions and our pathologists have changed the way that bowel surgery is carried out throughout the world.



## 100,000 Genome Project

We are a leading partner in the Yorkshire and Humber Genomic Medicine Centre (GMC) and the national 100,000 Genome Project. We recruited the first patient in the region to this project which aims to decode the DNA sequences of 100,000 genomes from people who have a rare disease or condition, their families, and people with cancer.

## Prevention of autoimmune rheumatic disease

A key ambition of the Leeds Musculoskeletal Biomedical Research Unit is to develop a research programme for the prevention of rheumatoid arthritis and other autoimmune rheumatic diseases. In a recent study Professor Paul Emery and his team identified that musculoskeletal ultrasound can be used to identify at risk individuals who will imminently progress to a diagnosis of arthritis.

## Viral therapy to treat cancer

Ground breaking research at the Leeds Cancer Research UK Centre has found that viruses can be used to treat brain tumours by successfully accessing and infecting tumour cells in the brain, regardless of their anatomical location. These viruses can also trigger the body's immune system to attack tumours, so this new therapy could change the way that many types of cancer are treated in the future.

## Vitamin D

The VINDICATE Vitamin D study involved 160 patients from Leeds who were being treated for heart failure. The patients who took Vitamin D3 tablets experienced an improvement in their heart's pumping function, similar to the improvement seen with other recognised treatments for heart failure including pacemakers.

This is the first evidence that Vitamin D3 can improve heart function of people with heart muscle weakness and these findings could make a significant difference to the care of heart failure patients by reducing the need for some patients to be fitted with an implantable cardioverter defibrillator (ICD), which are expensive and involve an operation.

## Dementia & neurodegeneration

Dementia affects 800,000 people in the UK and research must be prioritised. We are working with the University of York to see whether monitoring movement can identify people at risk of developing dementia. We are also part of a national study into whether statins - usually prescribed to lower cholesterol - may be effective in slowing down the development of Parkinson's disease.

We are also looking at the impact dementia and neurodegeneration has on carers and their quality of life over time.

# Education



Our status as a leading teaching hospital is well established. We are one of the largest providers of medical education in the country, delivering quality undergraduate and postgraduate programmes to more than 2,000 trainee doctors and medical students every year, in partnership with the University of Leeds.

Working alongside our partners in higher education organisations, including the University of Leeds and Leeds Beckett University, we welcome over 900 student nurses, midwives and allied health professionals every year who complete placements in our hospitals. These opportunities help to shape the professionals of the future and drive improvements in patient safety and compassionate clinical care.

Our successful apprenticeship scheme is growing every year, and this allows us to provide high quality training in a range of different roles including business administration and clinical support.

Our commitment to high quality training has led to the development of our clinical skills and simulation centres which include two simulation wards that provide dedicated training in a life-like environment.

We are extremely proud to be involved in training the excellent doctors and healthcare professionals of the future and preparing them to succeed in a changing NHS.



**Our commitment to high quality training has led to the development of our clinical skills and simulation centres**



# Partnerships & collaboration



Collaboration is key to our success. Developing strong partnerships ensures we can share best practice and adopt the latest innovations to drive improvement in our hospitals. This will enable us to build our reputation as a world class healthcare provider and deliver the very best care for our patients.

We are committed to driving forward integrated care in Leeds to ensure that we continue to develop relationships between primary, community and secondary care so that patients receive the right care in the right place and at the right time.

We have strong relationships with teaching organisations to train the best clinicians and with research partners to develop care and treatments which will improve outcomes for our patients.

We also continue to spread our expertise far and wide building upon existing international partnerships and exploring new opportunities. Working with healthcare organisations around the world helps us to share learning, knowledge and expertise with the very best and use this to benefit our patients here in Leeds.



**We also continue to spread our expertise far and wide building upon existing international partnerships and exploring new opportunities**



# Local & regional partnerships

Working with local and national commissioners, health and social care providers and Leeds City Council helps us provide an enhanced quality of care to our patients and is a vital part of our work.

Part of this work is assessing patient pathways between different care services in the city and looking at how we can work together better to deliver more seamless care for our patients. This includes providing services closer to patient's homes, ensuring that they are treated in the correct environment for their needs and avoiding duplication. This will help bring about the best possible outcome for each individual patient and is captured in the Sustainability and Transformation Plans for Leeds and West Yorkshire.

We are part of the Leeds Academic Health Partnership (LAHP) which brings together the city's three universities, NHS organisations and the City Council to create a unique and innovative partnership which responds to the challenges facing healthcare today and in the future. This is one of the biggest partnerships of its kind in the country and by working together as one city we can improve the health and wellbeing of people across Leeds.

It is through the LAHP that Leeds was selected as a regional centre of excellence for the Precision Medicine Catapult network. This network brings together wide-ranging research in the field of precision medicine, ensuring better health and better care for people in the city and the wider region.

Our collaborative work with mental health partners means that patients who come to hospital with mental health conditions experience a service that treats them as a whole and enables them to receive care for their physical and mental health.

We work closely with the Leeds Teaching Hospitals Charitable Foundation and many other partner charities who help to enhance the care and experience of our patients through fundraising, research projects, providing services and sharing learning.



# International partnerships



We continue to share our experience with international colleagues and are actively working to develop new partnerships with healthcare organisations around the world.

This kind of collaborative working means we can develop our global reputation of providing excellence in healthcare and helps us share learning and experience with the very best hospitals from across the globe.

Our Memorandum of Understanding with the prestigious King Hussein Cancer Center in Amman, Jordan has enabled us to work closely together through a fellowship programme.

This has also opened the doors for other partnerships with healthcare organisations around the world.

Our work with the Ministry of Health in Malta has been a success. We have shared our knowledge and expertise by providing training programmes for Medical Physicists from the country. Our expert scientists and technicians have also advised on the commissioning of radiotherapy equipment at a new Oncology centre in Malta and have hosted training sessions from senior nursing staff to assist their learning.

We continue to work with UK Trade and Investment (UKTI) and other professional contacts to identify opportunities and our networking activity has ensured a steady flow of commercial leads.



**Our work with the Ministry of Health in Malta has been a success**



# The city of Leeds



Leeds is known for its strong presence in medical and healthcare services and is home to the headquarters for NHS England, Department of Health and NHS Health and Social Care Information Centre.

Leeds is one of the fastest growing cities in the UK and plays host to world-renowned music festivals and sporting events like the 2014 Tour De France, 2015 Rugby World Cup and the World Triathlon in 2016.

With a thriving economy and excellent road, rail and air connections to the rest of the country and abroad, Leeds is the UK's second largest financial centre and has a central role in other key business sectors.

Leeds is known for its strong presence in the medical and healthcare services and is home to the headquarters for NHS England, Department of Health and NHS Health and Social Care Information Centre.

Leeds also has strong links with professional services, digital and manufacturing sectors and adopts a city-wide collaborative approach to driving innovation and development.

We are a key partner in developing the new Leeds Innovation District, a partnership between four of the biggest organisations in central Leeds. Working with University of Leeds, Leeds Beckett University and Leeds City Council, this project will bring together creative and innovative talent to drive long-term economic development for the city. Our ambition is to create state-of-the-art buildings at LGI that reflect the world leading services we provide.

Leeds also has an esteemed history for education renowned globally for its quality of teaching and research and the University of Leeds is one of the largest higher education institutions in the UK. We work closely with our higher education partners, as well as local schools and colleges, to attract the highest calibre academics and experts to the city as well as training the healthcare professionals of the future.



**We are a key partner in developing the new Leeds Innovation District**



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