

**Appendix 1: 2024 25 Annual Commitments and Strategic Priorities
Public Board**

Thursday 28th March 2024

Presented for:	Information
Presented by:	Professor Phil Wood, Chief Executive
Author:	Mrs Camelia Hughes, Corporate General Manager – CEO Office
Previous Committees:	NONE.

Our Annual Commitments for 2023/24 are:	
Effectively develop and deploy new assets (buildings, equipment, IT)	✓
Reduce healthcare associated infections	✓
Improve staff retention	✓
Deliver the financial plan	✓
Reduce average length of stay by 0.5 days per patient	✓
Achieve the Access Targets for Patients	✓
Support a culture of research	✓

Risk Appetite Framework				
Level 1 Risk	✓	Level 2 Risks	(Risk Appetite Scale)	Impact
Workforce Risk	✓	Workforce Supply Risk - We will deliver safe and effective patient care through having adequate systems and processes in place to ensure the Trust has access to appropriate levels of workforce supply.	Cautious	↔ (same)
Operational Risk	✓	Business Continuity Risk - We will develop and maintain stable and resilient services, operating to consistently high levels of performance.	Cautious	↔ (same)
Clinical Risk	✓	Patient Safety & Outcomes Risk - We will provide high quality services to patients and manage risks that could limit the ability to achieve safe and effective care for our patients.	Minimal	↔ (same)

Financial Risk	✓	Change Risk - We will deliver change aligned to the Trust's strategy on time and to budget with benefits achieved and no significant adverse impacts, focussing on the delivery of large-scale capital developments and waste reduction programmes.	Cautious	↔ (same)
External Risk	✓	Strategic Planning Risk - We will deliver Our Vision "to be the best for specialist and integrated care" through the delivery of a set of Strategic Goals and operating in line with Our Values.	Cautious	↔ (same)

Key points	
1. To provide an update on LTHT 2024/25 Annual Commitments and Strategic Priorities	Information

1. Introduction

Following the successful engagement and delivery of LTHT's 2023/24 Annual Commitments (7 Commitments), the Trust was presented with an opportunity to refresh the Commitments for 2024/25. This includes continuation and delivery of the Strategic Planning process to develop, prioritise and deploy our strategic priorities through the application of the Leeds Improvement Method (LIM) which is in collaboration with The Virginia Mason Institute (VMI) as part of an existing partnership.

2. Background

The purpose of the Annual Commitments are to support the LTHT Executive Team and Senior Leaders to collectively agree the highest priority work for the Organisation throughout 2024/25 and refine these into a set of Annual Commitments. This is to create strong alignment from LTHT vision and strategic priorities to the Annual Commitments with action plans to support delivery, across Executive portfolios and Clinical Service Units (CSUs).

By delivering these Commitments the Trust contributes to delivering the Multi-Year Goals. These are goals which will not change each year and each Commitment aligns back to a Goal. By delivering the Seven Commitments the Trust contributes to delivering the Multi-Year Goals, these of which will not change each year and each Commitment aligns back to a Goal. By delivering the Multi-Year Goals the Organisation will be able to realise the Strategic Priorities and ultimately deliver the Trust vision.

LTHT Multi-Year Goals are:

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

3. Assessment

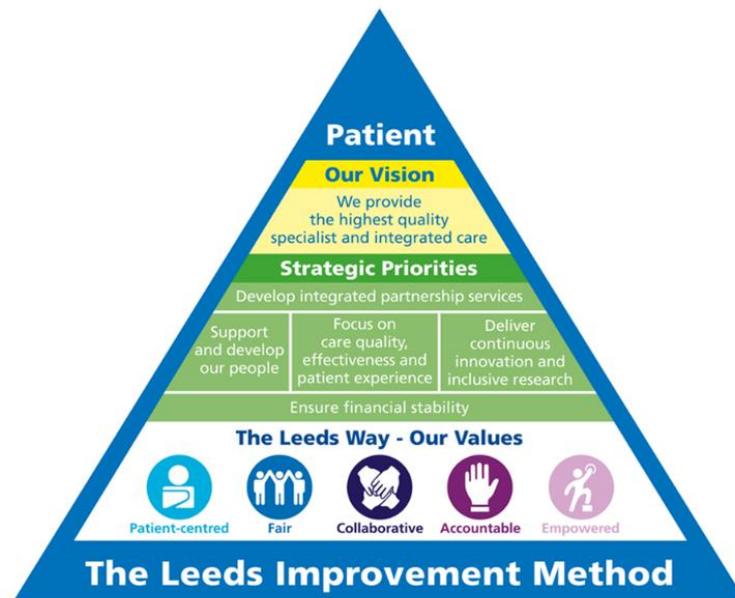
LTHT expect the Annual Commitments and Strategic Planning process will continue to strengthen Trust Board oversight of Strategic Planning and Progress Reporting. The Commitments also supported by the Organisation’s governance structures, for example, The Integrated Accountability Framework which reports into Trust Management Committees and flows into Trust Board.

Broadly, the Strategic Planning process includes:

- **Environmental scan** – Refreshing our existing horizon scanning
- **Goal development and prioritisation** – Developing existing strategies and plans
- **Engagement with Senior Leaders** to build understanding and buy in ahead of Organisational cascade
- **Goal deployment** – Generating alignment and cascade throughout the Organisation to stimulate action. Realigning organisational resources to enable success.
- **Sustaining, reporting and accountability** – aligning our monitoring and assurance mechanisms.

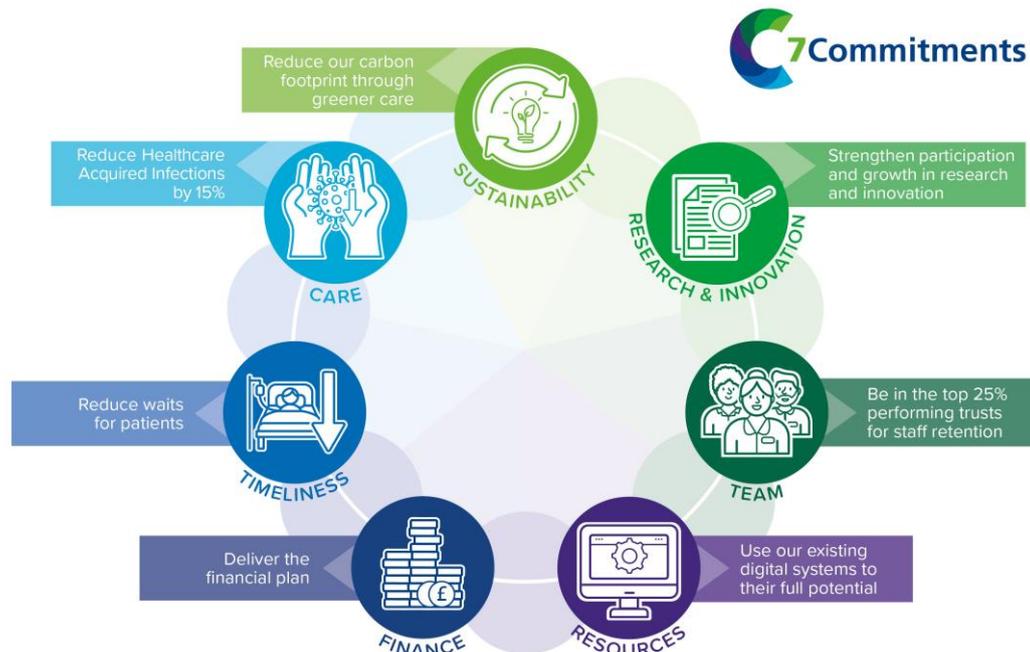
The Annual Commitments ‘refresh’ process continues to support the Trust’s Strategic Priorities, mission statement, and multi-year goals which define what success looks like over a three to five year period and provides a clear set of annual commitments for 2023/24.

LTHT Mission: “To be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes”



The Annual Commitments for 2024/25 are the seven most important things LTHT need to deliver during the next 12 months:

- Reduce healthcare acquired infections by 15%
- Be in the top 25% performing trusts for staff retention
- Deliver the financial plan
- Reduce waits for patients
- Use our existing digital systems to their full potential
- Strengthen participation and growth in research and innovation
- Reduce our carbon footprint through greener care



Each commitment is led by an Executive Team member who has developed a Corporate Level Plan (which are referred to as A3's) to set out what we will do over the next 12 months to Corporately support delivery of each Commitment.

To begin the process of the Organisational cascade, celebrate and mark the first year of the Annual Seven Commitments, demonstrating why they worked and introduce and launch the new Commitments for 2024/25, Professor Phil Wood, Chief Executive Officer delivered a 'Soft Launch' at the Trust's Team Brief and Senior Leaders forums on 6th March. A Trust Board Timeout Session was then held with Senior Leaders on 21st March to allow further discussions, idea generations for delivery and implementation across CSUs. These events are always a positive turnout, with organised workshops and discussions around the new Commitments, Strategic Objectives, and next steps into the implementation phase. They are incredibly important as Senior Leaders and colleagues continue to strive to deliver the very best quality care possible to patients.

From April onwards clear action plans will be built against each Commitment Corporately and at CSU level ensuring strong alignment throughout the Organisation. There will be ongoing support including a Communications plan, Integration into the Trust's Appraisal processes and supporting guidance/documentation for CSU completion.

4. Recommendation

The Board are asked to note and receive the contents of this paper.

5. Publication under the Freedom of Information Act

This paper has been made available under the Freedom of Information Act 2000.

6. Recommendation

The Board is asked to receive this paper for information.

**Mrs Camelia Hughes
Corporate General Manager – CEO Office
March 2024**