

Learning, Education & Training Strategy

2024-2028



FOREWORD

Leeds Teaching Hospitals NHS Trust (LTHT) has a long and proud tradition of educating and training healthcare professionals. However, not all staff have had fair access to learning on a fair basis. Through our new strategy, we aim to make high quality learning, education and training available to all our employees, regardless of their role or professional background, to better enable them to reach their potential.

Our goal is to ***'Be a centre of excellence; providing world-class learning, education and training for everyone in the Trust'***.

This is important if we are to achieve our mission of being an *'internationally renowned academic healthcare institution'*, because we can only do this by having highly skilled people. There is a wealth of evidence showing that high quality learning, education and training (LET) leads to better healthcare. Therefore, LET cannot be an optional add-on, something we do only when we have the time and space. It must be a core function.

This strategy sets out a new approach and describes what we intend to focus on in order to set Leeds Teaching Hospitals on a course to become a leader in LET. We will be launching a brand new Learners' Charter, which describes what everyone can expect in terms of LET, whatever learning they are undertaking - whether they are university students with us on short-term placements, on formal professional postgraduate training programmes, apprenticeships, learners on our in-house modules, or those completing mandatory and priority training.

In our organisation, LET is for everyone.

All our education and training teams across the Trust collaborated on the production of this strategy and it builds on the themes that emerged from the 'Wayfinder' campaign in Spring 2022. It has the backing of the Trust Board, and together we are confident that this work will elevate LET in our organisation so that we rank among the best academic healthcare institutions in the world.



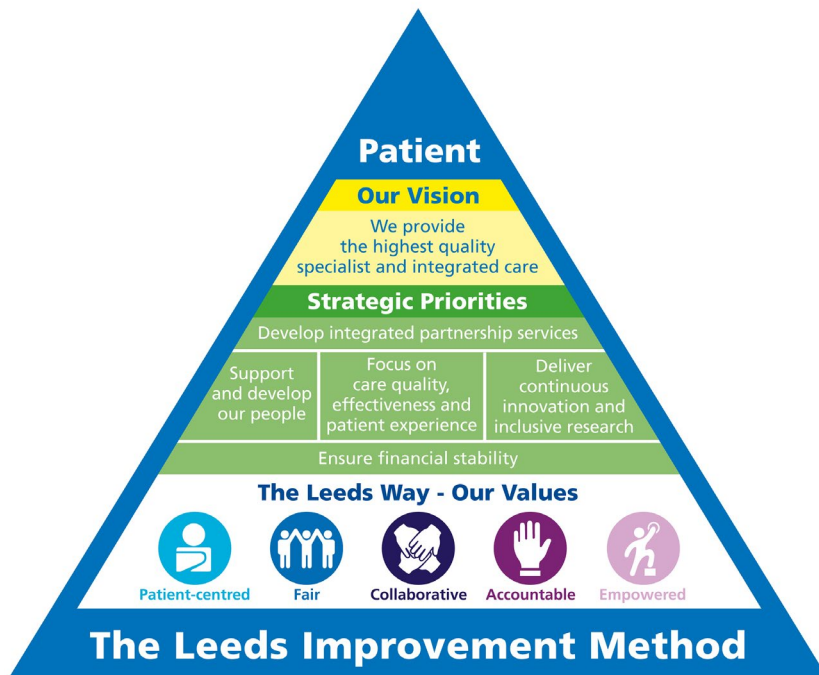
Dr Magnus Harrison
Chief Medical Officer



Jenny Lewis
Director of Human Resources
and Organisational Development

OUR STRATEGY

Leeds Teaching Hospitals NHS Trust is an ambitious organisation with a clear vision to provide the highest quality specialist and integrated care. Our vision, values and strategic priorities are summarised in our strategic triangle below, which shows patients at the centre of everything we do.



Our mission:

to be an internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes.

- One of the **largest teaching hospitals** in the country
- A **regional and national centre for specialist treatment** and the **local hospital for the Leeds community**
- **Seven hospitals** across **five sites** in the city
- Treat around **1.6 million patients** every year
- Spend around **£1.9 billion** each year
- Almost **22,000 staff**
- Established **Centre of Excellence** for Research and Innovation at scale and a top recruiter for clinical trials

To support delivery of the strategy, we have seven multi-year goals which drive our long term activity and seven annual commitments which are refreshed each year to consolidate our in-year priorities.

Our multi-year goals are:

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

Our 7 annual commitments are available on our [website](#).



The Leeds Way

The Leeds Way is what we stand for and what we want to achieve. It is how we do things around here and what makes Leeds Teaching Hospitals different to other organisations. The Leeds Way is described in our strategic triangle; it encompasses our ambition through our vision and strategic priorities and our culture through our values, as created by our staff. It sets out what our stakeholders can expect from us as a Trust.



Patient-centred



Fair



Collaborative



Accountable



Empowered

The Leeds Improvement Method

The Leeds Improvement Method (LIM) is our philosophy of continuous improvement that underpins all our organisational strategies. It brings the principles of daily management methods, improvement methodology, respectful behaviours and the removal of waste from processes together.

Our strategy framework

This strategy is part of a wider suite of strategies that work together to support the Trust to meet its overarching vision. At the centre of this is the Trust's corporate strategy, supported by three core strategies and ten enabling strategies. This strategy framework enables us to ensure our strategies align and are updated appropriately to reflect and support the overall Trust strategy.



VISION & GOALS

Strategic priorities

Our Trust's mission is to be an 'internationally renowned academic healthcare institution, working in partnership to deliver the highest quality, safe, effective and innovative care which improves outcomes'. We have five strategic priorities and LET plays an important role, to a greater or lesser extent, in each of them, but especially those shown in bold:

- Developing integrated partnership services
- **Supporting and developing our people**
- Focus on care quality, effectiveness and patient experience
- **Financially sustainable**
- Delivering continuous innovation with inclusive research

Strategic aims

The LET Strategy links to the following four multiyear goals:

- To be a leading academic healthcare institution
- To have a consistent, high performing and sustainable workforce
- To have an embedded culture of service improvement and innovation
- Deliver fit for purpose healthcare infrastructure

Our strategy sends a strong signal about how we value and develop our staff. As one of the country's leading teaching hospitals, and one with an ambition to be 'internationally renowned', it needs equally ambitious goals to be a leader in LET.

This strategy sets out how we will become a leading institution for LET, one that sets the standard to which others aspire, and crucially one that attracts talented learners and educators from across the globe.

'The best organisations are those that invest in their people to unlock their potential'¹

¹General Sir Gordon Messenger & Dame Linda Pollard; *Leadership for a Collaborative and Inclusive Future*; Independent Review; June 2022

The wider context

Leeds Teaching Hospitals is a key partner in the development of a 'One Leeds Workforce', which aims to develop 57,000 people across the city working in health and social care. We support the work of the Leeds Health and Care Academy (LHCA), who lead on this.

As a major teaching hospital, we play an important role educating and training our wider workforce in Leeds and beyond. Not all our learners stay in the Trust. It is important that we continue developing those whose work will ultimately benefit patients in other parts of the NHS. However, we do want to grow our own talented workforce, and attract people to work at Leeds Teaching Hospitals. Every student placement we deliver, for example, is in effect a 'shop window', an opportunity to positively influence future career choices.



Why learning, education and training is important to Leeds Teaching Hospitals

Healthcare is fundamentally a people business. At the core of what we do are the millions of individual interactions between our colleagues, our patients, their loved ones and our partners across the city and wider region. Every decision we reach, and each individual component of the care we provide, depends on the expertise of our people, regardless of whether they are in patient facing or support roles.

For us to thrive, we need a highly skilled, expert workforce - and this can only be achieved through excellent LET. Expertise does not happen by accident. It is built over time through the acquisition of skills, knowledge and experience; in other words, learning.

Learning, in all its forms, is not an optional, add-on activity. It can't be something we only commit to when we have the time to do it. Nor can it be among the first things we cancel when times are tough. LET is critical to our future success as an organisation, and so we must regard it as an essential part of our core business. LET is for everyone, and it is the responsibility of our leaders and managers to help people achieve the learning they need to be successful in their jobs, and to be able to achieve their career goals.

Great LET:

- Helps us achieve better patient outcomes.
- Supports us in achieving our vision to be an 'internationally renowned academic healthcare institution' that ranks alongside the very best in the world.
- Is the means by which we will support and develop our people, unlocking their potential.
- Will help us retain talented staff by helping to make them feel valued.
- Will demonstrate that we care about helping our people thrive and grow at work.
- Helps make Leeds Teaching Hospitals an attractive place to work.
- Helps deliver social mobility.

Learning, Education & Training at Leeds Teaching Hospitals

We are a major teaching hospital, and therefore LET is complex. We have an array of programmes, using a wide range of approaches, and it reaches every single member of staff in one form or another every year, which means that this strategy is for everyone. Here's a picture of what we do.

- We support and deliver the mandatory and priority training necessary for all our staff to do their work safely.
- Through our emerging digital capability work we enable our staff to build the skills and confidence they will need for the future - ranging from basic computer skills to the use of highly complex technical equipment.
- We are equipping individuals and teams to be able to use the tools that support the Leeds Improvement Method, and quality improvement techniques.
- We are building leadership and management skills through a range of in-house and external programmes.
- We deliver clinical skills training at both undergraduate and postgraduate levels, including high-fidelity simulation.
- We teach practical skills such as cleaning and bed-changing.
- We support on-going professional development for colleagues in both patient-facing and support roles.
- Through our professional support and wellbeing service, we support doctors in training experiencing difficulties, enabling them to return to work safely.
- Our library and evidence service is open to all staff, and in addition to its range of professional books and journals it also provides a range of wellbeing titles, access to personal study space, and is a place of calm to enable colleagues to recharge.

In collaboration with our university partners, we support around 1,300 undergraduate medical students, 1,000 undergraduate nursing and midwifery students, as well as students learning to be allied health professionals, healthcare scientists, pharmacists, dental professionals and emerging advanced clinical and medical auxiliary professions. Approximately 900 staff are engaged in apprenticeship study, and 1,100 are undertaking programmes run by our Organisational Development and Culture team. Our medical and nursing education teams support 1,300 trainee doctors and 1,200 postgraduate nurses and midwives.

Our biggest single commissioner of LET is NHS England, whose funding covers the majority of our clinical education programmes, and is in the order of £80 million per year. In addition, we fund apprenticeship study through the apprentice levy, we are supported by the Leeds Hospitals Charity and we have a growing business delivering short courses and conferences.

We're not starting from scratch

We have a proud history of LET with decades of experience. We have well established governance and leadership arrangements and, through the LET Committee, have brought together the leaders of all our education and training teams who have each expressed their commitment to excellence. Some of our recent successes include:

- We are listed among the top-100 employers of apprentices in the UK, ranking alongside some of the nation's most prestigious blue-chip companies;
- The Leeds Dental Institute holds an Ofsted rating of OUTSTANDING for its apprenticeship programme;
- Postgraduate medical education in Leeds Teaching Hospitals is a high performer regionally has been ranked number two in the region for overall learner satisfaction;
- We are one of a handful of NHS providers to hold accreditation with the Royal College of Surgeons of England in recognition of the quality of its surgical education programmes.

Skilling our current and future workforce

We have an ambition to be at the forefront of new innovation; emerging technology, and system improvements. Our challenge is to ensure our people have the confidence and skills to embrace change, and be better prepared to meet tomorrow's challenges. Our digital capability work, for example, is preparing staff for our digitally-enabled hospitals of the future. We are embracing new technology, including artificial intelligence and virtual reality. We aim to be at the forefront of innovation so partnerships with academic and innovation partners are key.



Building leadership and management skills

By building on our impressive transformation over the past decade, and in preparation for a challenging decade ahead, we will establish leadership and management capacity across the Trust through first-class leadership programmes, coaching and mentoring. As well as the range of external courses on offer, we will continue to develop in-house transformation programmes such as those in the Leeds Improvement Method and quality improvement.

Commercial opportunities

We already have a well-established and thriving business in medical education. We are a Royal College of Surgeons accredited centre, which enables us to offer high quality surgical courses, often on a regional and national basis (for example, the internationally recognised Urology Boot Camp). Our plan is to scale up this business beyond medical education into a multi-professional offer, developing new income streams from both educational and conference activities, contributing to the Trust's financial stability whilst investing back into LET - to develop our people, facilities and equipment.

Collaboration across teams to deliver one vision

In Leeds Teaching Hospitals our education teams are independent of each other, but with a unified sense of purpose and vision. We hold to a basic principle that LET is best shaped from within the professional groups, with the respective leads coming together at the LET Committee (LETC), which will continue to advance excellence in education and training whilst providing assurance to the Board via the Workforce Committee.

We are committed to:

- **Inter-professional partnership and learning** - working together, promoting opportunities for shared learning across professional boundaries, breaking down silos.
- **Excellence** - through continuous improvement, delivering a great experience for all our learners.
- **Shared resources** - sharing infrastructure, facilities, equipment, expertise, and where needed our people, ensuring great LET for all.
- **Research and innovation** - promoting academic excellence, driving research and innovation in LET, and to jointly share the benefits that will emerge from this work.

Governance and assurance

The LETC provides Trust-wide oversight of the quality and performance of LET. Its Contract & Strategy Group is focused on the NHS England Education Funding Agreement, ensuring all its obligations are met and signalling potential issues. Each professional group presents a structured bi-annual 'deep dive' at the LETC, which are reported to the Board through the Workforce Committee.

Improved metrics

We are overhauling the way educational quality and performance is measured to better enable us to continuously improve. A key factor will be improving the visibility of LET metrics at Board and CSU levels. As an overview, there will be a new suite of measures at three levels.

- **Trust Board:** a revised set of indicators will feed into the Board, replacing the education and training slide on the Integrated Quality Performance Report.
- **CSU:** a new tailored dashboard to CSU leaders (triumvirates, educational leads, HR business partners, etc.)
- **LET Committee:** building for the committee a complete overview of all the measures, so that it is better able to direct its work.

The development of metrics is a priority in the first year and will be introduced in stages.



OUR GOALS

Overall, our goal for Learning, Education and Training is to:

Be a centre of excellence, providing world-class learning, education and training for everyone in the Trust.

The strategic framework has three broad components and they are described in more detail in the next few pages:

<p>Learners' Charter: our new charter sets out six ambitious commitments, describing our new approach to learning (see below)</p>	<p>Bed Rock Principles: our strategy is founded on three broad principles that will support how we develop LET across the Trust</p>	<p>Five Work Streams: these are specific focused themes that we will work on over the next five years, driving excellence in LET.</p>
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The Strategic Framework



The Learners' Charter

We aim to provide:

- A great learning experience for all, utilising a blend of the latest, up-to-date, evidence based, quality assured approaches.
- A commitment to learning together, across professions.
- High quality learner-centred learning, delivered by a skilled team of inspiring and enthusiastic educators who we, in turn, care for and nurture.
- Equity of access on a level playing field, ensuring all colleagues have fair access to a wide range of learning, so we can enable them to reach their potential.
- World-class facilities and infrastructure.
- Sound returns on investment, ensuring demonstrable educational value for money.

The bed rock principles

1. LET as a core function in Leeds Teaching Hospital's business

LET is key to organisational excellence and should therefore rank alongside quality and research & innovation in our culture, with leadership and direction-setting coming from the highest levels in the Trust. Our aim is to position learning as a fundamental principle that sits at the heart of the Trust.

2. Investment in LET

We need to ensure that LET is on a sound financial footing, with more transparency about how it is funded, and as a Trust we need to invest in our facilities and equipment, as well as our people. We will aim to grow income from educational activity with a view to reinvesting in the Trust.

3. Learner-centred learning

Effective learning should always start with the needs of the learner. Our aim is to move away from old fashioned 'sheep dip' educator-centred approaches to teaching, and instead encourage a modern learner-centred way. This will mean doing things differently and ensuring that all our learning embraces the very latest techniques enabling learners to get the best out of it.

The five work streams



Infrastructure

We will build a robust infrastructure that supports excellence in LET across LTHT.

- **One Single Learning Management System (LMS):** We aim to have one system that enables users to easily complete and record learning.
- **Access to Equipment and Wifi:** We will improve connectivity to make it easier to access learning on a variety of devices, and invest in conveniently located quiet spaces where people can study.
- **Educational Facilities:** We will invest in facilities and ensure fair access for all.
- **Library & Evidence Service:** We will deliver a modern library service, supporting evidence-based decision making and providing welcoming spaces for personal study and reflection.



Culture and policy

We will embed a culture that ensures fair access to LET for all, with easy to understand policies and simplified ways to fund education and training.

- **Learning at the core of Leeds Teaching Hospital's culture:** We will promote a culture of learning across the organisation, and raise the profile of LET by celebrating its impact.
- **Learning, education & training excellence:** We will systematically review and improve every programme we offer.
- **Excellent learner experience:** Our aim is for every learner to have a great experience. We will work with learners, educators and our external partners to make improvements.
- **Fair and equitable access for all staff:** We will invest in learning and development for all our staff, and ensure that everyone has fair and equitable access. We will ensure that managers enable their staff to access funding, where needed, and take time out for study.



Content and style

We will create a culture where all LET is high quality, engaging and underpinned by the latest educational theory, with the learner firmly at its core.

- **Learner centred adult learning:** All Leeds Teaching Hospitals' courses will be improved so that the learner is at the core. All new courses will be designed around the needs of the learner.
- **Future proofed:** With an eye on future developments in healthcare, we will build the knowledge, skills and experience our workforce will need.
- **Improved range and scope of courses:** Our prospectus will reflect the needs of our organisation and people. We will review our learning needs and build an appropriate 'offer', linking up with our partners across the wider system.
- **Evidence-based and quality assured courses:** We will ensure that all our courses are rigorously quality assured (content, delivery, learning outcomes, and the overall educational value).



People

It is critical that we have an engaged, enthusiastic and valued faculty, who themselves are able to access education and development so that they can reach their own personal and professional goals.

- **Attract and retain faculty:** Our aim is to recruit a highly skilled multi-professional faculty. We will invest in their professional development, ensure they have access to a range of high quality continuous professional development, and build a vibrant community of practice.
- **Time for training:** We will foster a better understanding of the importance of LET to the Trust's business, so learners and faculty can be released to undertake education and training.
- **Celebrate success:** We will raise the profile of LET by celebrating our successes, proactively recognising individual achievements.
- **Academic development and scholarship:** Through research into educational development, we will build a body of sound academic outputs.



Governance

We will ensure sound governance and leadership, starting with assurance that as a minimum all regulatory requirements are met and risks are managed appropriately.

- **Ownership and visibility at Board level:** We will develop robust metrics and dashboards, providing meaningful information about quality, performance and the management of risks.
- **Assurance of meeting regulator and commissioner standards:** As a minimum, we will ensure that LTHT meets each of the standards set by our LET regulators and commissioners.
- **Financial governance:** We will ensure that educational funding is appropriately deployed with demonstrable returns on investment.
- **Educational leadership:** Through the LETC, we will ensure integrated leadership of LET, with appropriate oversight and co-ordination in place.







Returns on investment (ROI)

We will demonstrate ROI through the following:

- Improvements in learner experience net promoter scores showing 'overall satisfaction' and 'would you recommend' (demonstrating: 'LET excellence')
- Proportion of LTHT-developed programmes demonstrating educational value through rigorous quality assurance reviews (demonstrating: 'LET excellence')
- Proportion of LTHT-developed programmes that demonstrate an in-built learner-centred evidence-based andragogy (demonstrating: 'learner centred')
- Attendance of different staff groups; including those with protected characteristics (BME, LGBTQ+, etc.) (demonstrating: 'levelling up')
- Non-attendance rates - especially those resulting from 'service pressures' (demonstrating: 'time for training' and 'levelling up')
- Number of out-of-area learners attending Leeds Teaching Hospitals courses (demonstrating: 'world-class education')
- Indicators of appropriate levels of funding deployed for LET (demonstrating: 'levelling up' and 'financial governance')
- Meeting commissioner and regulator standards (demonstrating: 'governance')
- Library service engagement (demonstrating: 'infrastructure')
- Decrease in the number of National Training Survey/Practice Assessment Review & Evaluation/Staff Survey issues relating to facilities and access to equipment (demonstrating: 'infrastructure')
- Reduction in educator gaps - e.g. placement leads (demonstrating: 'people')
- Number of new publications resulting from educational research carried out in LTHT (demonstrating: 'academic development')





PERFORMANCE INDICATORS

Short term (1-2 years)

Strategic workstream	Goal	Description	Detailed Workplan
Culture and Policy 	Increased Visibility	Develop better KPIs that give an accurate picture of LET for reporting to the Board and CSU triumvirates.	New Board and CSU Indicators Improved LET Reporting to the Board
	Excellent Learner Experience	Engage with learners and faculty to improve learner experiences, and report these as part of the suite of KPIs.	Reported as a KPI on all LET dashboards Improvement plans in place
	Levelling Up	Ensure funding enables more staff from across all professional groups to access learning. Through the Trust's learning prospectus, ensure a good range of courses available to more staff.	Trend data showing attendance by staff group Ensure inclusion is included as a KPI on LET dashboards
Infrastructure 	Library & Evidence Service	Develop a plan for increased visibility and better staff engagement; develop the partnerships with the University of Leeds and across the Leeds system.	Library Development plan - with KPIs Library metrics reported through the LET Committee
Governance 	Meeting Regulator Standards	Through the LET Committee, ensure the standards set by regulators are met and surpassed.	Reported outputs of the Contract Management Group to LETC Review of key risks by the LETC
	Financial Governance	Through the LET Committee, provide assurance that all LET funding is appropriately deployed and managed.	Reported outputs of the Contract Management Group to LETC Review of key risks by the LETC
People 	Celebrate Success	Promote LET by celebrating our successes, no matter how small or large. Honour the achievements of our people.	Feed into 'Our Week', the 'Bulletin' etc. Year of Learning





PERFORMANCE INDICATORS

Medium term (2-4 years)

Strategic workstream	Goal	Description	Detailed Workplan
Infrastructure 	Educational Facilities	Review educational facilities across the Trust and develop a longer-term investment plan.	Position report to the LETC Develop a business case for investment KPI - Improvements in survey results
Content and Style 	Blended Learning	Ensure a good blend of approaches to learner-centred learning are deployed; including approaches such as face-to-face, digital, simulation, action learning, etc.	Audit of the use of different approaches per course
People 	Attract & Retain Faculty	Create a community of practice for our multi-professional faculty; invest in their professional development; provide them with on-going support.	KPIs on educator development - how many undertake CPD Indicators on gaps for educator/ placement leads Trainer survey data improvements
	Time for Training	Engage with leaders across the Trust to ensure that education and training are valued activities and that learners and faculty alike are given the time to undertake these activities.	KPI - staff / trainer survey data KPI - analysis of course non-attendance rates including reasons Inclusion on CSU LET dashboards
	Academic Development and Scholarship	Undertake educational research and publish the work.	KPI on the number of publications, inclusion at conferences, etc. Trend analysis over time
Governance 	Educational Leadership	Oversee the development of the LET Committee to ensure that it provides oversight of the delivery of the Trust's LET goals.	Delivery of the LETC goals LET Reports to Board & CSUs

PERFORMANCE INDICATORS

Long term (4-5+ years)

Strategic workstream	Goal	Description	Detailed Workplan
Governance 	Sound Financial Footing	Develop a centralised LET budget; capital allocation to LET.	Business case for new financial model KPI on LET spend
Infrastructure 	Better User Experience of the LMS	Ensure learners are able to use either a single LMS, or that there is seamless alignment across multiple platforms.	Case for change endorsed by LETC Business case prepared and agreed Project plan in place
	Access to Equipment and Wifi	Improve access to personal study space, computer clusters, etc. Depends on alignment with Trust DIT priorities.	NTS / Staff survey etc. indicators LETC KPIs on investment in additional computers
Culture and Policy 	LET Excellence	Systematic reviews and improvement across all programmes delivered by LTHT education and training teams.	KPIs on feedback across LET Trends analyses showing improvement
Content and Style 	Learner-Centred Learning	All new courses to be designed based on sound andragogy and all existing courses to be reviewed and re-focused.	Audit of new course designs KPI showing existing courses being reviewed and updated
	Improved Range & Scope of Courses:	Review the learning needs of our people and ensure these are reflected in an appropriate range of courses. Link with partners across the NHS and academia to bring the best to LTHT.	Annual Trust-wide learning needs analysis, reviewed and fed into course prospectus
	Evidence-based and QA of Programmes	Ensure that all courses are designed according to a sound evidence base and that they are all subject to rigorous quality assurance processes.	New courses are designed with educational value at the core Audit of course content/ structure KPIs on effectiveness of learning