



The Leeds
Teaching Hospitals
NHS Trust

Nursing, Midwifery & Allied Health Professionals' Strategy

2024-2028



FOREWORD

It is an honour and privilege to lead the Nursing, Midwifery and Allied Health Professionals (NMAHP) teams at Leeds Teaching Hospitals. My arrival marks not just a change in leadership, but an opportunity for collective reflection and renewal of our dedication to delivering excellent care consistently.

This new strategy builds on the legacy of its predecessors and honours objectives that have been successfully achieved in AHPs, Midwifery and Nursing. We have coordinated these existing strategies and collaborated with our teams to create a unified vision and new objectives for the future.

Together, we have utilised the Leeds Improvement Method (LIM) to streamline our efforts, reducing duplications and workloads, while fostering safe, effective, evidence-based, and patient centred care.

Our vision is to cultivate an excellent workforce, organised into excellent teams, delivering nothing short of excellent care. This is not just an aspiration, but a tangible commitment woven into the fabric of our strategy.

As we move forward, the Leeds Way Values will continue to serve as our guiding principles, anchoring and reminding us to always be patient-centred, fair, collaborative and empower our patients and colleagues. We will have a real focus on the development and retention of an accountable front-line leadership whom we will equip with the right skills, support and time to lead.

While we cannot address every challenge simultaneously, this strategy will serve as our compass, guiding our priorities over the next three years. It is aligned with the Trust's seven commitments and overarching goals.

Together, let us embrace this opportunity to shape the future of healthcare delivery with a strong NMAHP voice.

Thank you for the unwavering commitment you hold towards our patients and the public, who entrust us with their care.

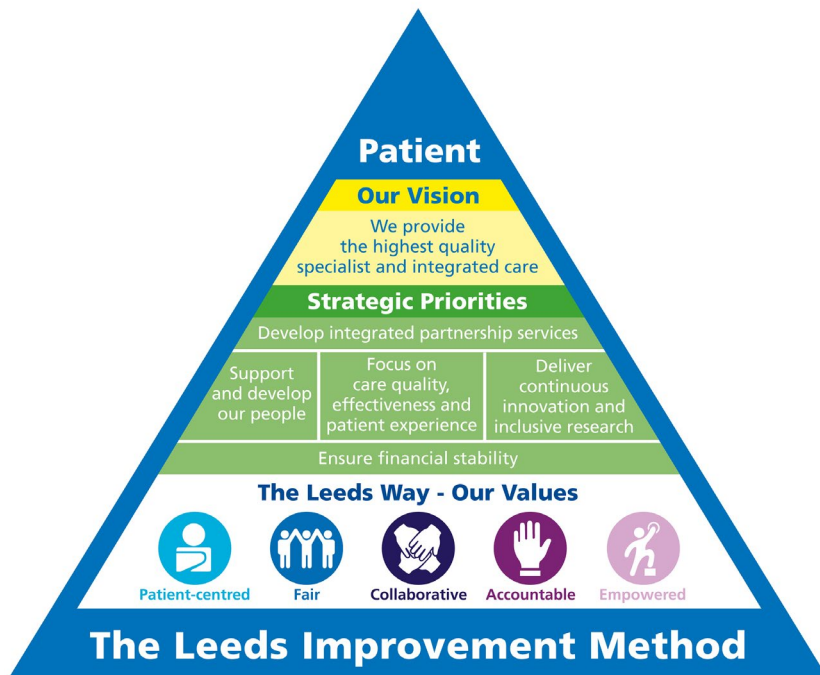


Rabina Tindale
LTHT Chief Nurse



OUR STRATEGY

Leeds Teaching Hospitals 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 seven 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 10 enabling strategies. This strategy framework enables us to ensure our strategies align and are updated appropriately to reflect and support the overall Trust strategy.



INTRODUCTION

Welcome to the first unified Nursing, Midwifery & Allied Health Professionals (NMAHP) strategy which supersedes the existing strategies for both the Allied Health Professionals (2021-26) and Nursing & Midwifery (2020-25). There is a lot for us to celebrate including the work done to reduce vacancies, the introduction of Perfect Ward matrix and how we have increased the number of staff accessing development opportunities through CPD funding.

Effective communication lies at the heart of our new strategy. We recognise the importance of listening, not just to the needs of our patients, but also to the insights of our dedicated staff. By strengthening our channels of communication through various forums, we aim to cultivate a culture of engagement and responsiveness.




Equally, we will have ***an embedded culture of research, service improvement and innovation*** as represented by the golden thread across all our objectives, ensuring evidence-based actions that will deliver excellent care within the financial plan, as well as empowering our teams to create efficiencies without compromising care.



HIGHLIGHTS FROM OUTGOING STRATEGIES

Before we introduce our new unified strategy, we wanted to take some time to highlight & celebrate successful outputs from the outgoing strategies:

- Allied Health Professionals Strategy and Plan (2021-26)
- Nursing & Midwifery strategy 2020-25

 <p>Grow & develop our workforce</p>	 <p>Celebrate excellence & enhance professional pride</p>	 <p>Deliver outstanding care</p>
<ul style="list-style-type: none"> • Welcomed over 800 internationally recruited nurses • Recruited and trained over 300 local residents "new to care" Clinical Support Workers • Established "Future You" as an alternative pathway to nursing with step on -step off apprenticeships • Achieved the NHSE Pastoral Care Quality Award for providing high quality support to internationally recruited nurses • Awarded the National Preceptorship Interim Quality Mark for providing excellent support to newly qualified NMAHP professionals • Developed baseline core competencies for Registered Nursing Associates and Band 5 Registered Nurses • Developed Band 3 Clinical Support workers in Enhanced Care skills • Opened the NMC Competency Test Centre • £1.8m invested annually in CPD for NMAHP workforce 	<ul style="list-style-type: none"> • Established Daisy and Iris awards with over 80 winners • Over 1 500 staff have successfully completed Excellence in Practice Programme • Introduced Professional Nurse Advocate roles to work alongside Midwifery Advocates, AHP clinical supervisors, staff psychology team & mental health first aiders. • Various staff recognition systems introduced across the Trust 	<ul style="list-style-type: none"> • Established Perfect Ward Matrix and review meetings • Shortlisted for Nursing Times workforce awards for improving Learning Disabilities /Autism patient experience through the introduction of Emergency Department Care bags • Collaboration with AccessAble to improve navigation of hospital sites • Introduced shared decision-making councils • Introduced Digital Nursing Care plans to enhance documentation & quality of care • Introduced and established quality & safety review meetings • Introduced a new Patient Experience Strategy

DEVELOPING OUR NEW STRATEGY

This new unified NMAHP strategy was developed in consultation representatives from nurses, midwives and allied health professionals across Leeds Teaching Hospitals.

We heard the progress that had been made since the first devolved strategies were written and how moving forward you wanted:

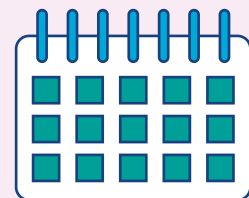


The following is a snapshot of our engagement events:

- **11 Engagement Events**



- **8 Days 4 Months**



- **Participants:**

- Ward & Team leaders
- Clinical Educators
- B7s
- Matrons
- Leads
- Heads of Nursing & Midwifery
- Heads of Profession
- Senior Leadership Team
- Representatives from
- Nursing, Midwifery, and Allied Health Professionals



NMAHP STRATEGIC PRIORITIES

At the core of our unified **NMAHP Strategy 2024-28** lies our commitment to excellence, research and innovation. To achieve our goals and ambitions, we have identified three strategic priorities that will guide our efforts and shape our future. These are:



1. Our People:

are the foundation of our success. We are committed to cultivating skilled and motivative individuals through initiatives which **develop and retain our workforce**.



2. Our Teams:

play a critical role in delivering our goals and ambitions. We aim to **enhance the voice of NMAHP** professionals within LHTT regionally, nationally and globally. By fostering collaboration and empowerment, we can drive innovation and elevate our professional practice.



3. Our Patients:

are at the heart of everything we do. We are dedicated to **deliver excellence in care**, consistently respecting individual needs and values to provide a positive patient experience.

This strategy is aligned to our multi-year goals and will bring us closer to the Trust vision for providing the highest quality specialist and integrated care.

Our commitment to developing our people and our teams will contribute towards making LHTT the best place to work.

Furthermore, our dedication to embracing the Leeds Improvement Method reinforces our ongoing efforts to minimise waste and drive operational efficiencies across all our teams.

OUR VISION

Our vision is to have an excellent workforce working in excellent teams providing excellent care.



HOW WILL WE ACHIEVE THIS



Our People

Develop and retain our workforce

We will have an embedded culture of research, service improvement and innovation

Descriptor

Every NMAHP role will have clearly defined essential and specialist competencies mapped against a developmental framework.

NMAHP staff will have access to structured career guidance, support and development.

NMAHP will have access to cocreated professional development programmes designed to equip, empower and support care delivery and professional growth.

Recruitment will be fair, equitable, values based and reflective of the local communities we serve.

We will actively support selfcare, health and wellbeing at work through clinical supervision and other wellbeing programmes across the organisation.

We will develop leaders of the future, identifying and supporting our NMAHP staff through talent management and leadership development programmes.

Supports the delivery of the following multi-year goals:

- Have a consistent, high performing and sustainable workforce
- To be a leading academic healthcare institution



HOW WILL WE ACHIEVE THIS



Our Teams

Enhance the voice of NMAHP

We will have an embedded culture of research, service improvement and innovation

Descriptor

We will create a strong & accountable frontline leadership by giving our leaders the right skills, support and time to lead.

We will strengthen leadership structures through clear governance & assurance processes. Holding ourselves and others to account.

We will have leadership teams representative of the communities we serve, through ensuring equitable access to promotions and levelling of the playing field for everyone.

We will develop effective multi professional teams that work in innovative ways, breaking down organisational boundaries, delivering strong system leadership.

Embed After Action Review (AAR) methodology to increase psychological safety, creating an environment where NMAHP colleagues can speak up and share feedback.

We will continue to foster a culture of listening, learning, safety, improvement and innovation through shared decision-making councils, and NMAHP forums.

Supports the delivery of the following multi-year goals:

- Deliver top quartile healthcare performance
- Deliver a sustainable surplus by becoming the most efficient teaching hospital



HOW WILL WE ACHIEVE THIS



Our Patients *Deliver Excellence in Care*

We will have an embedded culture of research, service improvement and innovation

Descriptor

We will deliver evidence based, patient centred care with NMAHP colleagues collaborating on shared patient goals and outcomes.

We will improve our care quality, safety standards, and patient experience through an accreditation programme.

We will actively prevent healthcare inequalities for patients with mental health & behaviours that challenge through developing a mental health strategy.

We will increase opportunities for patients and families to resolve issues/concerns in real time with senior members of the NMAHP team.

We will deliver safe and harm free care through establishing human factors principles across all our NMAHP teams.

We will encourage & celebrate professional curiosity through creating opportunities for research and innovation including in our excellence in practice programme and development of clinical academic posts.

Supports the delivery of the following multi-year goals:

- Deliver fit for purpose healthcare
- People receive person-centred care in the most appropriate setting



WHO ARE NMAHP?

Throughout this strategy, we have referred to NMAHP which stands for Nursing, Midwifery and Allied Health Professionals. They make up 43% of Leeds Teaching Hospitals workforce

NURSES

Nurses care for individuals of all ages by promoting health, preventing illness, and treating patients who are ill, recovering, rehabilitating, or dying. At LTHT, our teams include Adult, Children, Mental Health, and Learning Disabilities nurses, along with Care Support Workers and Nursing Associates. They assess conditions, administer treatments, assist with daily activities, and respond to emergencies. They develop patient care plans autonomously or in collaboration with the multi-disciplinary team and act as patient advocates, ensuring that patient needs, and rights are respected while maintaining accurate clinical records.

MIDWIVES

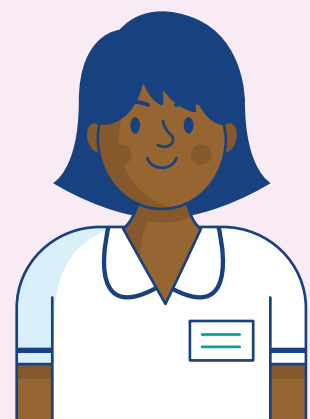
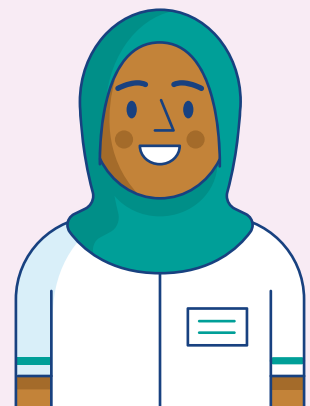
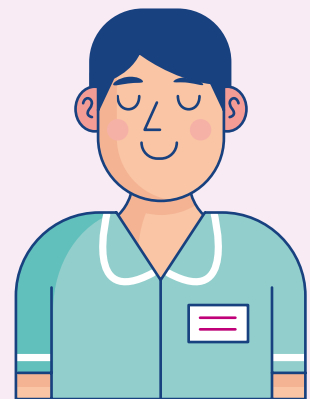
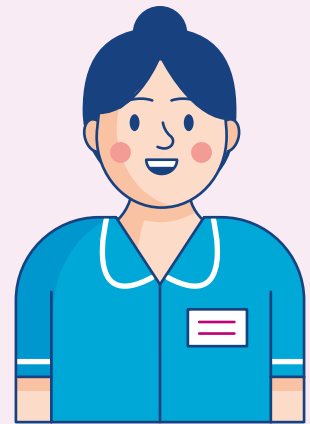
Midwives are registered professionals specialising in pregnancy, childbirth and postpartum care. They support women through the entire maternity cycle, providing prenatal care, assist during delivery and offer postnatal support. They also educate families on breast feeding, new born care and reproductive health.

ALLIED HEALTH PROFESSIONALS

There are nine of the 14 distinct AHP occupations employed within LTHT including:

DIETITIANS

Dietitians are the only qualified health professionals that assess, diagnose and treat diet and nutrition problems at an individual and wider public health level. Dietitians use the most up to date public health and scientific research on food, health and disease, which they translate into practical guidance to enable people to make appropriate lifestyle and food choices. Our Dietitians also have knowledge and experience of all feeding methods that can be used to treat patients in hospital.



OCCUPATIONAL THERAPISTS

Occupational Therapists support people with a range of interventions to enable them to return to or optimise participation in all the functional tasks people need to do; for example, caring for themselves and others, working, learning, playing and interacting with others. Being deprived of or having limited access to any or all these occupations can affect physical and psychological health and hence Occupational Therapists positively impact upon the wellbeing and rehabilitation of patients in most care pathways, supporting discharge where appropriate.

ORTHOPTISTS

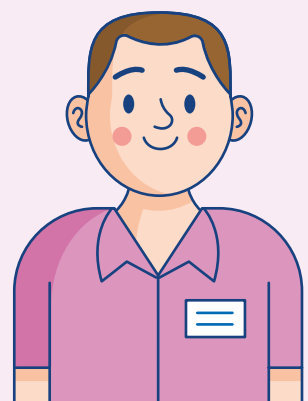
Orthoptists specialise in the diagnosis and management of defects in binocular vision and eye movements and work autonomously and as part of the multi-disciplinary team (MDT) in ophthalmology. They contribute to many pathways in other specialities, for example, in neuro, stroke, maxillary facial and endocrinology

PHYSIOTHERAPISTS

Physiotherapists promote independence and support patients' rehabilitation during the acute phases of their care at LHT, improving functional outcomes, quality of life and promoting long term health; helping people affected by injury, illness or disability through movement and exercise, manual therapy, education and advice.

PODIATRISTS

Podiatrists provide essential assessment, evaluation and lower limb care for a wide range of patients with a variety of conditions both long term and acute. Many of these fall into high risk or specialist categories such as patients with diabetes, cerebral palsy, peripheral arterial disease, renal disease, connective tissue diseases, inflammatory diseases and peripheral nerve damage where podiatric care is of vital importance. Many podiatrists, especially in acute settings, become specialists working in unison with multidisciplinary teams. The most recent adjunctive skill has been in non-medical independent prescribing rights.



SPEECH AND LANGUAGE THERAPISTS

Speech and Language Therapists work with children and adults to help them overcome or adapt to a vast array of disorders of speech, language, communication and swallowing. They play a crucial role in diagnosing disorders, developing personalised treatment plans, and supporting clients and their families throughout their therapeutic journey.

DIAGNOSTIC RADIOGRAPHERS

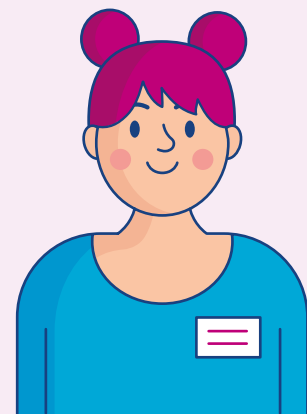
Diagnostic Radiographers specialise in producing high quality images of patient anatomy for the diagnosis, screening and treatment of pathology. They combine an interest in working with leading-edge technological equipment alongside working and caring for patients. Radiographers have a very thorough understanding of the body's structure, how it is affected by injury, and the causes and effects of disease.

THERAPEUTIC RADIOGRAPHERS

Therapeutic Radiographers play a vital role in the treatment of cancer. They are the only health professionals qualified to plan and deliver radiotherapy treatments. Radiotherapy is used either on its own or in combination with surgery and/ or chemotherapy. Therapeutic radiographers manage the patient pathway through the many radiotherapy processes, providing care and support for patients throughout their radiotherapy treatment.

OPERATING DEPARTMENT PRACTITIONERS (ODPS)

ODPs are highly skilled healthcare practitioners that support patients of all ages throughout every stage of their surgical procedures. They ensure patient safety and comfort before, during and after surgery. In post-operative care, they continue to support patients through recovery, helping to manage pain and providing necessary interventions.



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Allied Health Professionals Strategy and Plan 2021-2026

Nursing & Midwifery Strategy 2020-25

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