



Research and Innovation

(14.4(i) Appendix 1)

Strategy

2025-2030

DRAFT

Tomorrow's healthcare today



FOREWORD

At Leeds Teaching Hospitals NHS Trust, research and innovation are at the heart of everything we do. They are not only vital to delivering safe, effective, and high-quality care, but central to how we understand and meet the changing needs of our patients, communities, and the health system at large.

We are proud to introduce our 2025–2030 Research and Innovation Strategy - a bold and ambitious roadmap that builds on our strong foundation and sets out a clear vision for the future.

Over the past five years, we've made remarkable progress. We've recruited over 114,000 participants into research studies, generated £140 million in external research funding, and supported more than 1,460 research and innovation projects. These include 487 research and innovation projects with healthtech and life sciences companies which speaks to our strength in partnership working and our deep commitment to collaboration across sectors.

But this is only the beginning.

The future of healthcare will be shaped by rapid scientific discovery, new technologies, and the increasing importance of personalised, data-driven care. At the same time, we face growing pressures - from widening health inequalities to the need for more sustainable and preventative models of care. Our new strategy sets out how we will respond - with research and innovation as our most powerful tools.

We are committed to becoming an internationally recognised academic healthcare institution, where the population of Leeds is seen as the key beneficiary of the research and innovation we support and enable. We will continue to work closely with partners as well as industry, other NHS organisations, and the communities we serve. Together, we will turn ideas into action - translating knowledge into real-world impact.

We define research as the systematic investigation that generates knowledge and evidence. We define innovation as the creation, evaluation, or adoption of new processes, technologies, or models that improve care. These two elements are deeply connected - research drives discovery, and innovation brings those discoveries into clinical practice.

Our work contributes not only to better health outcomes, but to the wider UK economy. As highlighted in the Life Sciences Vision (2021), research-active NHS organisations like ours play a crucial role in supporting businesses, enabling regulatory approvals, and accelerating access to new treatments and technologies. We are proud to be part of that national mission.

This strategy outlines how we will develop a supportive, inclusive research culture; embed research and innovation into everyday clinical practice; harness the power of data, AI, and diagnostics; and make Leeds a true testbed for new ideas and technologies. It is aligned with the Leeds Best City Ambition, helping to build a healthier, fairer, and more prosperous future for all. This strategy will deliver against the NHS 10-year plan and sets out how we will shift from hospital to community, support analogue to digital, and enable treatment to prevention.

We firmly believe that research and innovation are how we will deliver tomorrow's healthcare today. By working together - with curiosity, compassion, and courage - we can make a real difference.

Thank you to everyone who is part of this journey.



Dr Ai Lyn Tan
Director of
Research and Innovation

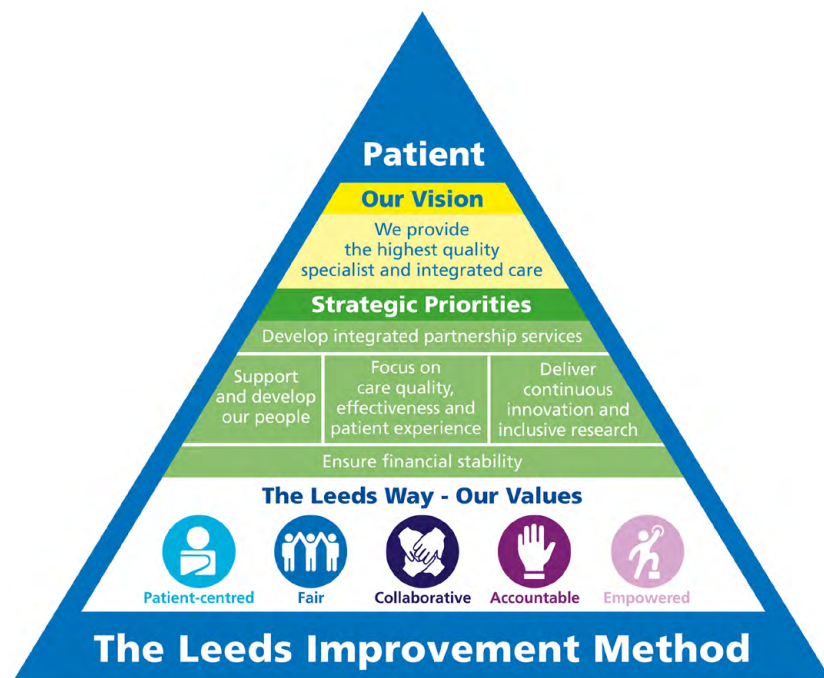


Dr Chris Herbert
Director of Operations
Research and Innovation



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.



- 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

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.

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.



INTRODUCTION

Both 'research' and 'innovation' are important in providing the highest quality of care to our patients. We define these terms as follows:

Research as a "systematic investigation to establish facts, principles, or generalisable knowledge, including clinical trials, audits, and service improvements".

Innovation as "the creation, evaluation or adoption of new processes, technologies, or models that improve care delivery, efficiency, or outcomes".

Research and Innovation are inexorably intertwined because research generates the knowledge and insights that drive innovation, while innovation applies and extends research to create new solutions, technologies and advancements. Research-driven innovation is a key driver of improvements in patient care, economic development, and societal advancement.

Our key objective is to make the Trust an internationally recognised destination for research and innovation which is enabled by a culture of partnership working, particularly with major academic partners such as the University of Leeds. This will be underpinned by our ambition for every eligible patient cared for by Leeds Teaching Hospitals NHS Trust and every staff member to have the opportunity to participate in both research and innovation or benefit from their outputs. During the life of the strategy, we will ensure all our staff understand what research and innovation means, enabling research methodologies to be embedded in audit, evaluation and Leeds Improvement Method projects.

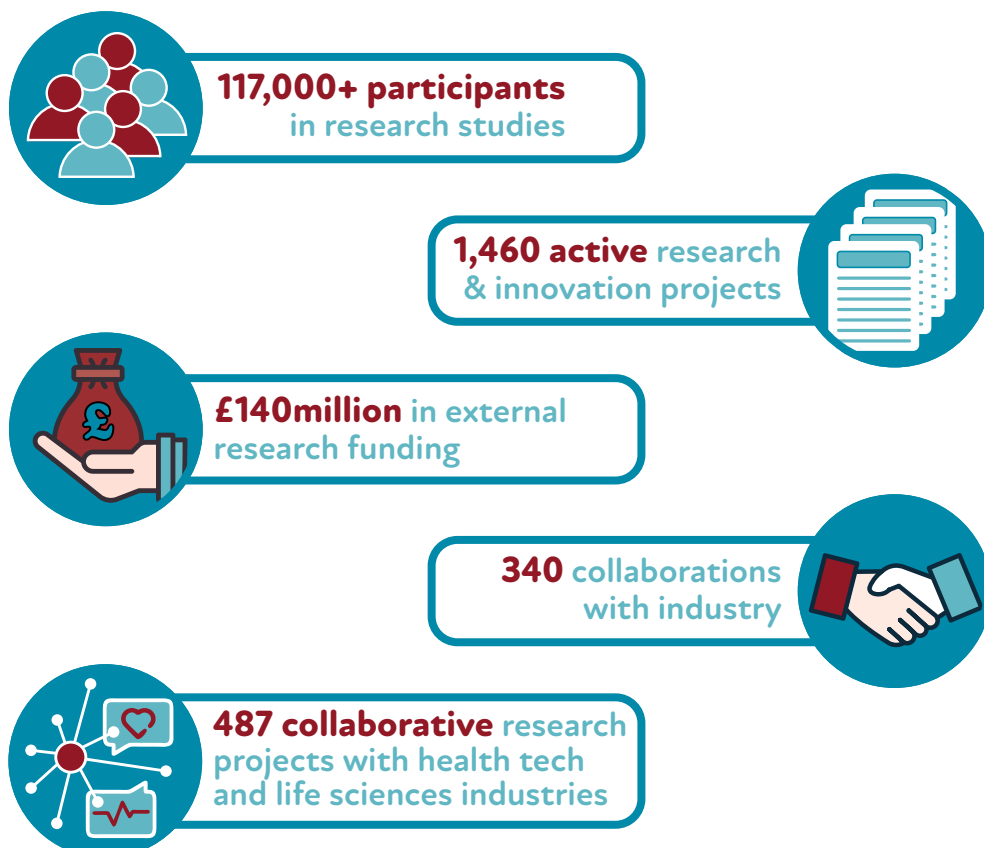


Our ambition for Leeds Teaching Hospitals is set within the context of the Leeds Best City Ambition which sets out an aim to stimulate innovation which drives a healthier, greener and more inclusive future, growing cross-city research capacity and making Leeds a test bed for new ideas and technologies.

We support a shared approach to inclusive research and innovation in Leeds, working with partners and our communities to ensure that we:

- focus on what the people of Leeds need
- increase access to research for all, helping us better identify opportunities for early interventions and prevention of ill health
- prioritise research and innovation which focuses on reducing health inequalities, exploring the vital connections with education, employment and health
- work collaboratively, across organisations towards shared goals, harnessing our combined resources and expertise such as digital, data, AI, diagnostics and novel therapies
- support each other, sharing our learning with each other along the way and encouraging and facilitating colleagues' professional and academic development to help us all excel in these aims
- increasingly attract and retain talented researchers as well as health and care professionals to the benefit of our population.

Research and Innovation achievements 2020 – 2025



RESEARCH AND INNOVATION THEMES

Five key research and innovation themes have been identified through consultation with our staff and which align with national NHS, NIHR and professional body strategies and priorities.

The development and delivery of each of these research themes, which will include a focus on women's health, will be enabled by the establishment of cross-organisational "communities" which will bring together individuals from across the Trust and our partner organisations to share insights and learning in each of these areas and delivery of projects. These communities which includes` our patients as partners, will foster cross-organisational working and facilitate the development of partnerships that will stimulate new activities across the Trust.

These research and innovation themes are:



Digital, Data and AI

The NHS 10 year plan sets out how care will transition from analogue to digital, enabling our patients to be cared for using models of care that are very different to those used today. To underpin this, we will support the development and evaluation of digital tools including Artificial Intelligence. We will also facilitate research that allows us to fully explore the information that is hidden in the data that we collect on our clinical care and operational management to allow us to deliver data-driven decisions based on real-world evidence from our own patient populations.



Health Inequalities

Evidence shows that there are significant differences in health outcomes between different socioeconomic groups in Leeds. We will enable research into how this gap in healthcare outcomes between different socioeconomic groups across Leeds can be reduced and ensure our healthcare provision is more equitable.



Devices and Diagnostics

Innovative medical devices can improve patient care by enhancing the precision of surgery, reducing recovery times and enabling improved monitoring of patients. Advances such as 3D printing can enable improved surgical planning and the development of personalised implants. Efficient and accurate diagnostic pathways are essential for ensuring our patients receive the right treatments at the right time. Along with research and innovation in advanced imaging modalities, we will support research into development and evaluation of diagnostic tests and technologies including novel blood tests, point of care diagnostics and imaging modalities within the infrastructure of our new Centre for Laboratory Medicine.



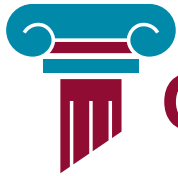
Novel Therapeutics

The clinical development of novel therapeutics such as therapeutic vaccines, immunotherapies, cell therapies, gene therapies and regenerative medicine that are highly targeted to individual genetic, molecular and lifestyle factors have the potential to transform how we care for our patients across a spectrum of diseases including cancer, genetic disorders, and degenerative conditions. We will support a range of early-phase and late-phase clinical trials of such therapeutics across our clinical services and in partnership with other health and social care organisations in Leeds to ensure that research is delivered in an appropriate setting for the patient and the research.



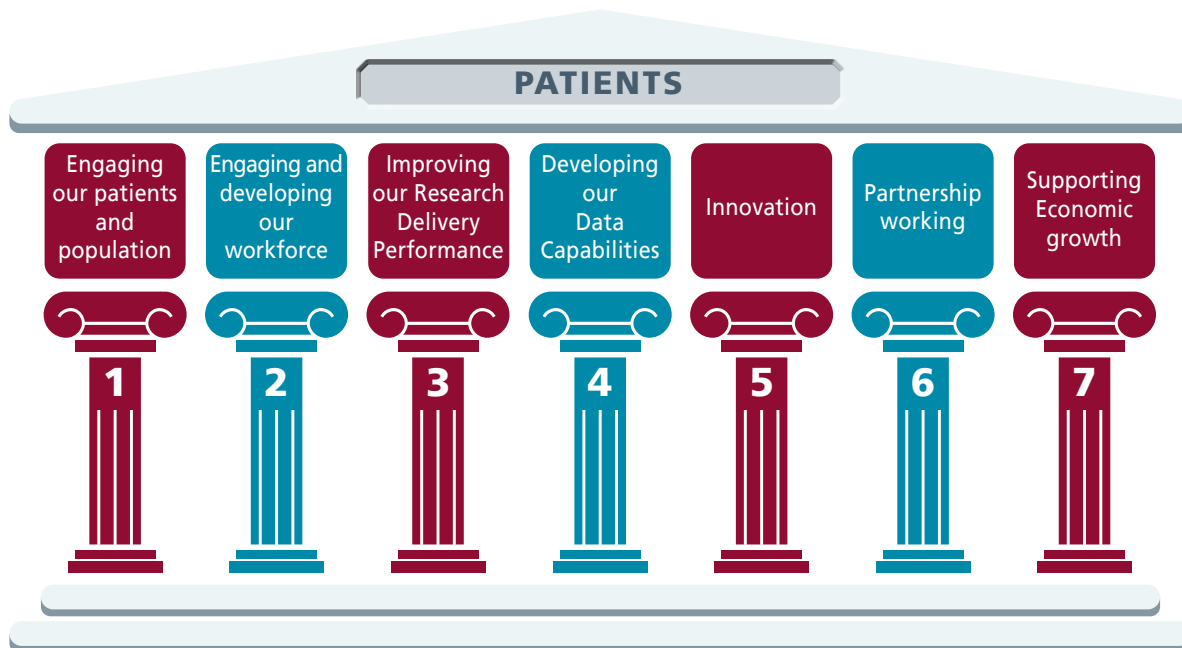
Patient Outcomes Research

Exemplified by the CHORAL (Child Health Outcomes Research at Leeds) programme and programmes of research in Oncology and Haematology, we will support the development of research that utilises information to understand the impact of a patient's health or care intervention and how the intervention could be improved.



OUR 7 PILLARS

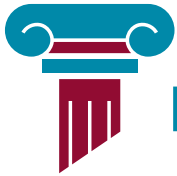
Seven complementary and synergistic “Pillars” provide a framework which underpins the delivery of the five research and innovation themes in this strategy.



By **engaging our patients and population** we will create networks who can help our researchers understand the research and innovation needs from a population perspective, as well as creating communities who understand research and innovation, and are not afraid to participate in it.

By **developing our staff**, we will create the research and innovation workforce of the future embedded in our clinical services who we can bring together with academic expertise from our University partners to create high quality research. Our trained staff will form the base through which we can grow our partnerships with the Life Sciences industry regionally, nationally and internationally. These partnerships will support economic growth in the UK, and particularly in the West Yorkshire region where we will support the development of a Leeds Innovation Village.

By **growing our partnerships with other NHS organisations** in the region, we will increase the reach of our research and innovation, and the populations that participate in and benefit from them, increasing access to all and making our offer as a city more attractive for our industry partners. These partnerships will also support how we further expand our research portfolio and grow the numbers of participants that we recruit into research and innovation projects including recruitment of participants from community and primary care settings, improving our overall research delivery performance and growing our international reputation.



Pillar 1:

Engaging our Patients and Populations

Goal and Ambition

Our goal is to ensure that the demographics of patients participating in and supporting research and innovation at Leeds Teaching Hospitals echoes those of the populations of Leeds and the wider West Yorkshire region so that the projects and programmes that we deliver reflect the needs of our patients and so that the data generated benefits our whole population.

How we will achieve this

- We will engage effectively with communities who are currently underserved by research through community/charity forums such as Healthwatch Leeds and Forum Central.
- We will build on our effective engagement with young people to support the design and delivery of research involving young people in the Trust.
- We will ensure that we have effective engagement with older people to support multimorbidity research.
- We will provide expert training for members of our patient and public involvement forums and mentorship for new members from those who are more experienced.
- We will continue to promote our research and innovation projects and capabilities through mainstream media and social media channels in ways that are understandable to the wider population.
- We will ensure that all our research and innovation activities are visible, accessible and inclusive to all.
- We will develop devolved models for research delivery, enabling research to be delivered in out-of-hospital locations that may be more convenient for research participants.
- We will signpost our patients and members of the public to sign up for "Be Part of Research".

Deliverables

Short term

- Effective partnership working in place to avoid duplication of Patient and Public Engagement activities and sharing of best practice across LTHT, NIHR Infrastructure programmes and our HEIs including the University of Leeds.

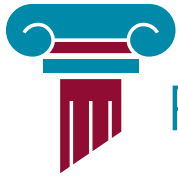
Medium term

- Effective processes in place to ensure that research and innovation and related PPIEP activities are accessible, patient focussed, measurable and inclusive for all.

Long term

- 1,000 individuals per annum participating in Patient and Public Engagement forums with representation from all socioeconomic groups.
- Research participants reflect the demographic and socioeconomic diversity of the population of West Yorkshire.
- We will increase the volume of human-interest style communications content on all external communications (for example local and regional media, social media, website and community platforms) by 50% to ensure research communications reflects and reaches the populations we serve.





Pillar 2:

Engaging and Developing our Workforce

Goal and Ambition

Our ambition is that research and innovation skills are embedded across all roles in our workforce so that any staff member carrying out research or innovation as part of their role at Leeds Teaching Hospitals has access to the necessary support that empowers them to achieve their goals and objectives.

How we will achieve this

- We will continue to develop the research and innovation training we offer through our “Research & Innovation Academy”.
- We will develop research career pathways for individuals undertaking research as part of their job plans to ensure that the value of research is recognised as part of an individual’s personal development.
- We will ensure every staff member and every patient has the opportunity to be part of research.
- We will develop clear criteria and guidance on objectives for staff who have research time in their job plans.
- We will support grant and academic fellowship applications with our staff, their operational managers and their academic partners.
- We will further build our programme of internal communications and events and hold an annual research and innovation conference for Trust staff and wider partners to celebrate our successes and further engage with staff.
- We will create “communities” for each of the identified research themes that bring together staff from different professional backgrounds with staff from academic and industry partners to facilitate the sharing of knowledge across different groups and stimulate the creation of new research and innovation projects.
- We will provide advice and support for health and social care partners in Leeds to enable the growth of a research and innovation culture across the city.
- We will have a research delivery workforce that is appropriately educated and agile to facilitate the development of new research areas.

Deliverables

Short term

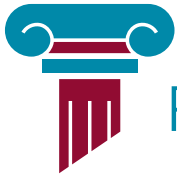
- Implement an institutional repository for LTHT in partnership with the Library and Knowledge services.
- Develop a Trust-wide research and innovation mentorship scheme for all staff groups.

Medium term

- Establish multidisciplinary “Communities” for each of the research themes.
- We will create “innovation fellowships” that support the development of staff with innovative, commercially focussed ideas to embed entrepreneurial skills in this workforce.
- We will have processes in place that enable the benchmarking of the number of healthcare professionals active in research at LTHT against other NHS organisations.
- Co-create with academic partners research opportunities in job plans for staff.

Long term

- 1,250 staff from across the Trust will have participated in research and innovation training.
- A 50% growth in the number of grant and fellowship applications submitted involving LTHT staff compared to 2020-25.
- 1,500 publications annually from LTHT staff in peer-reviewed journals.
- 650 staff from a wide range of professional backgrounds will have led a research or innovation project.
- Five examples of internationally-leading research being led from the Trust over the five year period that demonstrate improvements in patient outcomes or experience.



Pillar 3:

Improving our Research Delivery Performance

Goal and Ambition

Our aspiration is to establish LTHT as the foremost clinical centre in the UK for research delivery, recognised for excellence across all clinical specialties. We aim to become the preferred partner for industry stakeholders by leveraging a highly skilled and clinically trained workforce, supported by access to dedicated, state-of-the-art research and innovation facilities where necessary.

How we will achieve this

- We will ensure that our study set-up procedures are both efficient and robust, offering sponsors a responsive, high-quality service. Concurrently, we will safeguard our capacity and capability to deliver research studies safely and effectively.
- We will ensure that $\geq 80\%$ of clinical studies are delivered within specified timelines and achieve their recruitment targets.
- In collaboration with partners across Leeds health and social care system, we will develop and implement pioneering research delivery models. These innovations will enable research to take place in patient-centred settings, broadening access to research opportunities and improving recruitment outcomes.
- We will formulate comprehensive plans to enhance our clinical research estate and supporting infrastructure across LTHT, in particular at the Leeds General Infirmary where we will ensure tailored provision for both adult and children's services.
- We will embed advanced digital tools into our administrative processes to optimise operational workflows, reduce redundancies, and improve overall efficiency in research delivery.

Deliverables

Short term

- Redevelopment of reporting dashboards to provide improved insights for performance management.

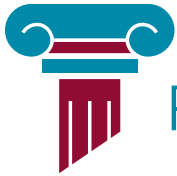
Medium term

- Implementation of digital systems that facilitate more efficient identification of eligible patient cohorts for research.
- Implementation of a patient-facing tool that provides visibility of trials open at LTHT for patients to self-refer into.
- Assessment of estate and infrastructure needs completed with long-term infrastructure plan in place.

Long term

- 100,000 research participants to be recruited into research with:
 - 7% recruited into commercially-sponsored trials.
 - 10,000 participants recruited from community settings in Leeds.
 - Research participants reflective of the socioeconomic and ethnic diversity of the population of West Yorkshire.
- Median time for study setup to be reduced to 60 days from receipt of Local Information Pack.
- 80% of all NIHR Portfolio studies recruiting to time and target.





Pillar 4:

Developing our Data Capabilities

Goal and Ambition

Our ambition is to be seen as the leading NHS organisation for projects utilising multimodal data that is collected from routine clinical care, working within a permissive information governance environment which seeks to protect patient confidentiality and as a trusted partner of the UK's Health Research Data Service.

How we will achieve this

- We will further expand our capabilities for the co-development, validation, evaluation and deployment of Artificial Intelligence across digital imaging applications (radiology, pathology).
- We will develop and implement methods that allow automated transformation of routinely collected clinical data into the OMOP common data model, enabling greater use of Leeds Teaching Hospitals datasets in multi-centre studies.
- We will implement the use of Natural Language Processing (NLP) to improve the quality of our dataset curation.
- We will develop systems and processes for the use of federated learning, meaning datasets used for research purposes never have to leave the Trust environment.
- We will develop partnerships with academic and industry partners who can support the generation of insights into the datasets that we hold for the benefit of our patients and services.
- We will create an "AI Lab" within the Trust to allow staff to analyse data using high performance computers and develop and evaluate AI tools that improve patient care.
- We will continue to work closely with colleagues in Information Governance, developing innovative solutions to complex challenges where they are required.
- We will work with the UK's Health Data Research Service as a trusted partner to ensure that high quality multimodal datasets are available for research.

Deliverables

Short term

- Sustainable computing infrastructure in place to support future needs of service.

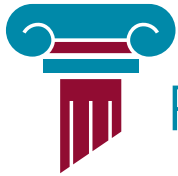
Medium term

- A “sandpit” environment in which we can undertake development and testing of AI algorithms created.
- Capabilities that allow greater use of multimodal data in research collaborations with partners implemented.

Long term

- 100 collaborative projects undertaken with academic and industrial partners that utilise real-world datasets from LHT.





Pillar 5: Innovation

Goal and Ambition

Our ambition is to make Leeds Teaching Hospitals and its strategic partners, including our academic partners at the University of Leeds and Leeds Beckett University, the global leaders in the successful translation, adoption, scaling and spread of healthtech innovation, creating the most compelling destination for healthcare talent, academic and healthtech industry partnerships.

How we will achieve

- We will engage our Clinical Service Units and staff to identify their innovation needs and through our industry and academic networks identify potential solutions to those needs that are either adoption-ready or able to be co-developed.
- We will create a cohort of “innovation champions” across our CSUs to provide local clinical leadership for innovation activities across the Trust and supporting the development of a culture of innovation across the Trust.
- We will continue our proactive engagement with healthtech and life sciences businesses from across the world to create collaborative projects with LTHT staff that will benefit our services and patients.
- We will foster close collaborations with NEXUS and partners in the Old Medical School innovation centre, to ensure that the NHS benefits from the technologies being developed there.
- We will further develop and continue our innovation training programme to build cohorts of staff who are knowledgeable about what innovation is and how to support its development and adoption into care, supporting the creation of an innovation culture.
- We will work with staff who have innovative ideas or outputs from research projects that are capable of commercialisation to develop, protect and commercialise those innovations, creating a cohort of entrepreneurs within the Trust.
- We will utilise a wholly-owned subsidiary model as legislation permits to maximise returns from the Trust’s Intellectual Property (IP) assets and reform our processes for managing and exploiting our IP.
- We will ensure we have a supporting infrastructure that enables partnership working and which supports the needs of innovators across all our partners.

- We will further develop our programme of Innovation Clubs and Communities of Interest to bring together staff from across the Trust who have interests in common areas to share learning and develop Trust-wide programmes of work in key areas.
- We will be visible leaders across a network of NHS Trusts regionally and nationally who are innovation active to develop shared programmes of work and share best-practice.
- We will develop effective pathways and support for adoption of innovations where there is a proven evidence base and demand from our clinical services and explore innovative approaches for reimbursement of transformative innovations.

Deliverables

Short term

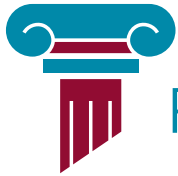
- Annual assessments of CSU innovation needs established.
- Innovation training redeveloped and “Innovation Fellowship” programme created.

Medium term

- Network of Innovation Champions created across the Trust.
- Five Trust-wide communities of interest established in identified areas of interest.

Long term

- 350 collaborative projects with Healthtech and Life Sciences companies delivered.
- 150 Innovation ideas received from LTHT staff.



Pillar 6: Partnerships

Goal and Ambition

Our ambition is to grow our local, regional, national and international partners from the academic, healthcare, industrial and third sectors who we work with to maximise the impact of the research and innovation programmes undertaken in the Trust for our patients and services.

How we will achieve this

- Capitalising on our world-class infrastructure, we will strengthen our working relationships with our NHS partners in Leeds to remove organisational silos and create pathways that allow patients to access high quality research across a range of care settings whilst providing support to build research capacity in the NHS in the city.
- We will strengthen our relationships with our local academic partners, particularly the University of Leeds and Leeds Beckett University to ensure that our staff have access to the academic expertise required to design and conduct high quality research.
- We will identify where academic strengths are nationally that will enable delivery of our priority areas and support the needs of our emerging researchers.
- We will expand the partnerships that support our hosted NIHR Infrastructure (Biomedical Research Centre, Clinical Research Facility, Healthtech Research Centre) to increase the impact of the research they deliver.
- We will proactively engage with businesses across the Life Sciences and Healthtech sectors globally to identify opportunities for collaboration where Trust staff and patients can benefit from novel technologies and therapies being developed in the private sector.
- We will develop pathways with partner organisations to enable a seamless journey across the Leeds Healthtech ecosystem for industry partners allowing access to support across that supports business development and growth.
- We will enhance our marketing and communications, ensuring there is a cohesive narrative with other city and regional partnerships that promotes the capabilities of the Trust as a key stakeholder and partner.

Deliverables

Short term

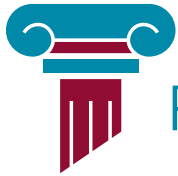
- Mapping of research groups within key academic partners undertaken.
- “Incubator” Programme to support West Yorkshire Healthtech companies created and operationalised.

Medium term

- Systems and processes established to facilitate clinical trial delivery in community settings by LTHT staff.
- Joint posts in place with academic and NHS partners that enable improved cross-boundary working.

Long term

- 10,000 participants to be recruited into research from community settings in Leeds.
- 350 collaborative projects with Healthtech and Life Sciences companies delivered.
- 10 strategic partnerships with industry established.



Pillar 7:

Supporting Economic Development

Goal and Ambition

Our ambition is to be a major driver of economic growth in the healthtech sector in Leeds and the wider West Yorkshire region and support the wider development of the Life Sciences sector across the UK. To achieve this goal we must work closely in partnership with other key stakeholders such as Scarborough Group, NEXUS, Leeds Beckett University, the Health Innovation Network, Leeds City Council, other WYAAT Trusts and the West Yorkshire Combined Authority.

How we will achieve this

- We will grow our visibility across the region and further develop how we can support businesses the development of new services and participation in accelerator and incubator programmes with others.
- We will support the development of an Innovation Centre in the Old Medical School, embedding a team within the facility to support the development of partnerships between tenants of the Old Medical School Innovation Centre with the Trust and its strategic partners.
- We will support the work to develop a wider Innovation Village on the Leeds General Infirmary site through engagement with businesses and other strategic partners, highlighting our track record in research and innovation.
- We will work with partners that support business growth both within and outside the West Yorkshire region to support the wider growth of the Healthtech and Life Sciences sectors in the UK.
- We will grow our commercial research portfolio to support the UK's ambitions to grow inward investment in the Healthtech and Life Sciences sectors.

Deliverables

Short term

- “Incubator” Programme to support West Yorkshire Healthtech companies created and operationalised.

Medium term

- Account management process established to provide support for Old Medical School tenants.
- Training courses for industry established that allow greater collaboration and working with NHS partners.

Long term

- 350 collaborative projects with Healthtech and Life Sciences companies delivered.
- 10 strategic partnerships with industry established.



STRATEGY DELIVERABLES SUMMARY:

- **100,000 participants** to be recruited into research with:
 - **7% recruited** into commercially-sponsored trials.
 - **10,000 participants recruited** from community settings in Leeds.
 - Research participants reflective of the socioeconomic and ethnic diversity of the population of West Yorkshire.
- **1,250 new research and innovation projects** contracted, of which 350 will be in partnership with Healthtech and Life Sciences companies
 - Of these, 100 will be collaborative projects undertaken with academic and industrial partners that utilise real-world datasets from LTHT.
- **1,000 individuals** per annum participating in Patient and Public Engagement forums with representation from all socioeconomic groups by 2030.
- **1,250 staff** from across the Trust to have participated in research and innovation training.
- A **50% growth** in the number of grant and fellowship applications submitted involving LTHT staff compared to 2020-25.
- LTHT to be in the **top 20%** of NHS Trusts for involvement of Healthcare Professionals in research according to the CARIN Metrics.
- **50% increase** in human-interest content on all external communications.
- **650 staff** from a wide range of professional backgrounds to have led a research or innovation project.
- **1,500 publications** annually from LTHT staff in peer-reviewed journals.
- Five examples of internationally-leading research being led from the Trust over the five year period that demonstrate improvements in patient outcomes or experience.
- Median time for study setup to be **reduced to 60 days**.
- **80%** of all NIHR Portfolio studies recruiting to time and target.
- **150 innovation ideas** received from LTHT staff.
- **10 strategic partnerships** with industry established.
- **£140m income generated** from Research and Innovation activities across the Trust.



For more information about Research and Innovation
at the Trust please visit

www.leedsth.nhs.uk/research

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