

## Organisational Strategy 2026-2029

### Public Board

**28<sup>th</sup> May 2026**

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| <b>Presented for:</b>       | Approval   |
| <b>Presented by:</b>        | Mike Harvey, Director of Transformation<br>Rachael Meal, Senior OD Consultant    |
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| <b>Previous Committees:</b> | Weekly Executive Board<br>Executive Team Meeting<br>People and culture committee |

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| <b>Freedom of Information Act (FOIA) Exemption</b> | <input type="checkbox"/> <b>YES</b> (restricted from the FOIA) <input checked="" type="checkbox"/> <b>NO</b> (available to the public under the FOIA) |
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| <b>Link to Strategic Objective</b>            | All  |
| <b>Link to Provider Capability Assessment</b> | Strategy, leadership and planning<br>People and Culture                      |
| <b>Link to CQC Well-led Statement</b>         | Shared Direction and Culture<br>Capable, Compassionate and Inclusive Leaders |
| <b>Regulatory Impact</b>                      | N/A  |

| <b>Key points</b>  | <b>Purpose</b>          |
|--|-------------------------|
| 1. Introduces the Trust's Organisational Strategy for 2026-2029, setting the overall direction and priorities for the organisation. Provides a clear framework built around four strategic priorities: People, Improvement & Innovation, Partnerships and Outcomes | Approval                |
| 2. Confirms the refreshed Trust Values, providing assurance on the methodology for their development, their embedding, and their strategic alignment to the Trust Purpose & Priorities. Values: Kind, Responsible, Open, One Team.                                 | Information & Assurance |

| <b>Risk Appetite Framework</b> |   |                              |                  |
|--------------------------------|---|------------------------------|------------------|
| <b>Level 1 Risk</b>            | <b>Level 2 Risks</b>  | <b>(Risk Appetite Scale)</b> | <b>Impact</b>    |
| Workforce Risk                 | Workforce Retention Risk - We will deliver safe and effective patient care, through supporting the training, development and H&WB of our staff to retain the appropriate level of resource to continue to meet the patient demand for our clinical services | Cautious                     | Operating within |
| 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                     | Operating within |

## 1. Summary

This paper presents the Leeds Teaching Hospitals NHS Trust Organisational Strategy for 2026–2029 for Board approval. The strategy sets out a clear and ambitious direction for the Trust over the next three years, grounded in its core purpose: delivering excellent, safe, sustainable and equitable care for every patient, every time.

It builds on the Trust's strengths as one of the largest teaching hospital organisations in the UK and establishes a structured framework for delivery, supported by defined priorities, enabling strategies and clear governance arrangements. The strategy sits hand-in-hand with the refreshed Trust values, as one of these enabling strategies.

The strategy and values have been developed through extensive engagement with stakeholders, such as colleagues, patients and system partners, reflecting both local population needs and national NHS priorities, including digital transformation, prevention and care closer to home.

## 2. Update

### 2.1 Context – Overarching Strategy

The strategy responds to significant internal and external pressures, including:

- Rising demand and increasing population health needs in Leeds.
- Persistent challenges regarding equality and health inequalities.
- National NHS reform agenda focused on:
  - Digital transformation.
  - Shift from hospital to community care.
  - Prevention and population health.

The Trust operates at scale, with approximately 1.8 million patient contacts annually and over 20,000 colleagues, requiring a clear and disciplined strategic approach. With excellent, safe and sustainable care for every patient as our purpose, the strategy is structured around four core priorities:

#### People

- Becoming a leading employer with a sustainable, skilled workforce.
- Focus on wellbeing, inclusion and leadership.
- Reducing agency reliance and improving retention.

#### Improvement & Innovation

- Embedding the Leeds Improvement Method across services.
- Expanding research, innovation and digital capability.
- Increasing productivity whilst achieving equitable access, experience and improving patient outcomes.

## Partnerships

- Strengthening integrated working across Leeds and West Yorkshire.
- Expanding neighbourhood models and system collaboration.
- Addressing challenges regarding equality and health inequalities through partnership approaches.

## Outcomes

- Delivering outstanding clinical outcomes and patient experience.
- Achieving top-quartile operational performance.
- Ensuring financial and environmental sustainability.

Across all priorities, the strategy emphasises:

- **Equity and inclusion:** addressing challenges relating to equality and health inequalities for patients and colleagues.
- **Patient-centred care:** designing services around patient needs.
- **Workforce sustainability:** supporting and developing colleagues.
- **Digital transformation:** enabling modern, efficient care.
- **System working:** delivering integrated care with partners.

## 2.2 Delivery Approach and Governance

Delivery will be underpinned by:

- Executive sponsorship for each strategic priority.
- Integration into the Board Assurance Framework.
- Board review of progress.
- Clear escalation and recovery mechanisms where performance is off track.

## 2.3 Trust Values – context and assurance

Colleague consultation has informed not only the development of the Trust strategy, purpose and priorities, but also the refresh of the Trust Values; collectively representing the Trust's “why”, “what” and “how”.

### Rationale

The refresh of the Trust Values has been informed by several factors:

- More than a decade has passed since the original values were co-created and introduced.
- As expected in relation to the time period, there has been significant colleague turnover across the organisation during this period.
- Colleague feedback identified a desire to refresh the values to ensure they remain meaningful, relevant and impactful now and into the future.
- The intention has been to evolve the existing values, rather than starting again, reflecting and recognising the strong foundations already in place.

## Methodology

An evidence-based approach was adopted throughout the process, informed by recognised research themes including the “Power of Distinctiveness”, “Say-Do Gap” and “Decision Heuristics”.

The review sought to create an identity-led framework, strengthened through co-creation, grounding both the values and associated behaviours in who the Trust is at its best, rather than solely aspirational statements.

The process included:

- Drafting refreshed values based on existing colleague feedback and organisational insight.
- Enabling and supporting conversations across the organisation through a range of engagement formats, ensuring diverse and statistically representative participation.
- Undertaking thematic analysis of qualitative feedback in line with an agreed decision-making framework, to determine whether proposed values should be retained, refined, replaced or removed.
- Testing whether the values are recognised, credible, meaningful and usable within everyday working life.

## Thematic Analysis

The thematic analysis identified the following values and associated behavioural definitions:

**Kind**  
**Responsible**  
**Open & Honest**  
**One Team**

The findings highlighted the importance of simplicity, clarity and strengthened behavioural definitions to support consistent understanding and application across the organisation.

## Launch

The launch approach will:

- Continue alignment with the Trust strategy, purpose and priorities.
- Anchor the values within behavioural sentences- currently under development.
- Ensure key messaging responds to broader themes identified through consultation, including the importance of patient care, and the rationale for evolving the values.
- Continue to build a strong identity through communications, design and content developed in partnership with colleagues.
- Integrate the launch and ongoing engagement activity into existing events and forums throughout the year.

## Embedding

Feedback identified some challenge regarding whether the current values consistently reflect lived experience across the organisation. This reinforced that the success of the refresh will depend not only on the wording itself, but on meaningful and visible embedding across the Trust to create credibility and resonance.

Key areas of focus include:

- Continuing to address known organisational barriers to consistently living the values, including the balance between financial and quality priorities, and delivery of already identified speaking up improvement actions, to strengthen a foundation of psychological safety.
- Reviewing and strengthening alignment between the values and Trust/CSU strategies, policies, systems, processes and decision-making frameworks.
- Supporting colleagues and leaders to interpret and model the values consistently and visibly, including embedding within various actions, behavioural and leadership sentences and standards. For example: *“We are RESPONSIBLE for our actions and behaviours that make a positive difference”*.
- Ensuring consistency across the organisation by avoiding the development of additional local CSU-specific values or behavioural frameworks.
- Embedding the values as practical decision-making heuristics across colleague, team, CSU and Trust-level decisions.

### 3. Quality and Performance Implications

The strategy is expected to:

- Improve clinical outcomes and reduce unwarranted variation.
- Enhance colleague and patient experience and with equitable access.
- Support delivery of key performance standards (RTT, cancer, diagnostics, HHS Equality Delivery Systems and NHS Equality Diversity and Inclusion High Impact Actions).
- Strengthen patient safety through continuous improvement.

There is a strong emphasis on reducing health inequalities and improving experience and outcomes for disadvantaged populations.

### 4. Financial Implications

The strategy is designed to be delivered within a framework of financial sustainability, including:

- Multi-year financial planning.
- Productivity improvements and efficiency savings.
- Reduced reliance on temporary staffing.
- Growth in commercial and research income.

Further detailed financial modelling will be included in annual operational planning cycles.

## 5. Risk

Key strategic risks include:

- Workforce capacity constraints.
- Demand exceeding available resources.
- Delivery of productivity improvements.
- Financial pressures and system constraints.

These risks will be actively managed through the Board Assurance Framework and within the tolerances outlined in the Trust Risk Assurance Framework, with defined mitigations and regular reporting. The overall strategy is aligned to the Trust's risk appetite, balancing ambition with achievable delivery.

## 6. Communication and Involvement

The strategy has been developed through extensive engagement including:

- Colleague networks and internal stakeholder groups as well as more widespread consultation across the organisation resulting in over 700 responses.
- Patient and public engagement forums.
- System partners across Leeds and West Yorkshire.

Once the strategy is approved, we have a plan to share it across the Trust, highlighting what we want to achieve, how we will do it, and how everyone has a part to play. The focus is on keeping the message simple and understandable: 'What we do now vs what we'll be doing in the future' case studies, short films, infographics, focus on specific areas – the difference it will make for us and Leeds. This will be done across face to face, printed and electronic communications, such as Weekly Executive Board, LTHT Live, Our Week, Ops Update, colleague networks, Heads of Nursing network, Consultant network, and other specific teams.

We will also be sharing our strategy and what we're doing to achieve our aims with our patients and communities, and our corporate stakeholders. This will be through setting out our clear vision and why what we're doing is important for people and organisations in the city and wider region.

## 7. Impact on Equality & Health Inequalities

Addressing challenges relating to equality and health inequalities is a key test of success for the Trust. Significant variation exists across patient and workforce populations in access, experience and outcomes, and the Trust will take a systematic approach to address these.

The Trust will act to improve equality and **health equity**, ensuring:

- Equitable access, experience and outcomes for all patients and colleagues.
- Targeted action to identify and reduce unwarranted variation.

- Active contribution to wider determinants of health, including through partnership working.

### Priority Actions

- **Access:** Identify and reduce barriers for disadvantaged groups, with targeted improvement in waiting times and outreach models.
- **Outcomes:** Use disaggregated data to identify variation and target improvement in high-impact areas.
- **Experience:** Strengthen co-design, inclusion and culturally competent care
- **Workforce:** Improve representation, inclusion and colleague experience and health equity.
- **Partnership:** Work with system partners to embed prevention and a population health approach.

### Delivery and Accountability

The Trust will embed equality and address health inequality through:

- Equality and health inequalities impact assessments for key decisions
- Defined metrics reported regularly to the Board
- Inclusion within the Board Assurance Framework
- Clear executive accountability

### Outcome

Progress will be measured through reduced variation in outcomes, improved access and experience for underserved groups, and narrowing gaps in staff and patient indicators.

### 8. Publication Under Freedom of Information Act

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

### 9. Recommendation

The Board is asked to:

1. **Approve** the Organisational Strategy 2026–2029
2. **Note** the strategic priorities, values, delivery framework and governance arrangements
3. **Support** the implementation approach and ongoing oversight through the Board Assurance Framework

### 10. Supporting Information

The following papers make up this report:

1. Appendix 1: Organisational Strategy 2026-2029 (full document)