Clinical and Operational Services Strategy 2027–2030

Report to: Trust Board
Purpose: Approval

The Board is asked to approve the Clinical and Operational Services Strategy 2027–2030 for publication, subject to final minor amendments

Background and strategic context

The Clinical and Operational Services Strategy has been refreshed to provide a clear direction for the Trust's clinical services over the next three years. It builds on the foundations of the previous 2024–2027 strategy and flows through from the refreshed 2026-2029 Organisational Strategy, responding to the changing national and local context, including the NHS 10 Year Health Plan.

A key change has been to develop **one integrated clinical and operational strategy rather than refresh two separate strategies**. This reflects the principle that patients experience one pathway and one Trust, and that improvements in clinical outcomes are interdependent with improvements in access, productivity, flow, equity and sustainability.

Development of the strategy

Development of the strategy has deliberately been iterative rather than a single consultation exercise. It has involved clinical, operational, corporate and Executive input at different stages, alongside engagement on specific strategic priorities.

This has included:

- **Corporate Operations and Medical Management**, to develop the integrated approach and ensure clinical and operational priorities are considered together.
- **Executive input and review**, including refinement of the strategic narrative, principles, service model, priorities and measures.
- **WEB**, where the emerging strategy, delivery framework and measures were presented and discussed before wider circulation.
- **Wider WEB membership and stakeholders** feedback has been gathered from CSUs across the trust to ensure it appropriately reflects Trust's challenges, opportunities and ambitions; and ensure the clinical outcome measures were appropriate.
- **Partnership input**, including consideration of priorities which need to be delivered with partners rather than by LTHT alone have been considered with input from WYAAT in addition to our Deputy Director for Policy and Partnerships.

- **Patient and public,** in line with the Leeds Principle 'Use what we Know', the strategy has been reviewed against previous patient and public insights, including extensive feedback from 584 patients and members of the public gathered during development of the Trust's organisational strategy.

Next Steps

Subject to Board approval, and assuming no material amendments are requested:

- Final minor amendments, design and accessibility work to be completed ahead of publication
- Final Case Studies to be verified with CSUs
- Publish clinical and ops strategy with internal and external communications
- Each CSU to develop their annual delivery plan aligned to this strategy
- The strategy will move into implementation through the agreed delivery framework, with progress monitored through existing Trust governance arrangements.