



The Leeds
Teaching Hospitals
NHS Trust

LIVING

THE

LEEDS WAY

Working together in *The Leeds Way* to
be the best place for patients and staff

November 2022

Introduction

Why this matters...

What stands Leeds Teaching Hospitals apart from other healthcare settings and gives us a strong identity? I often reflect on this and for me it stems back to The Leeds Way values and their ability and vision to unite us.



Sir Julian Hartley
Chief Executive

When I began my role as Chief Executive some nine years ago, the whole Trust worked together to create The Leeds Way values. This was based on evidence that when people are engaged in their work they can achieve more, resulting in better outcomes for patients and the organisation, and this still rings true today. The Leeds Way values have served us well and are much admired throughout the NHS. They are a real example of best practice in staff engagement.

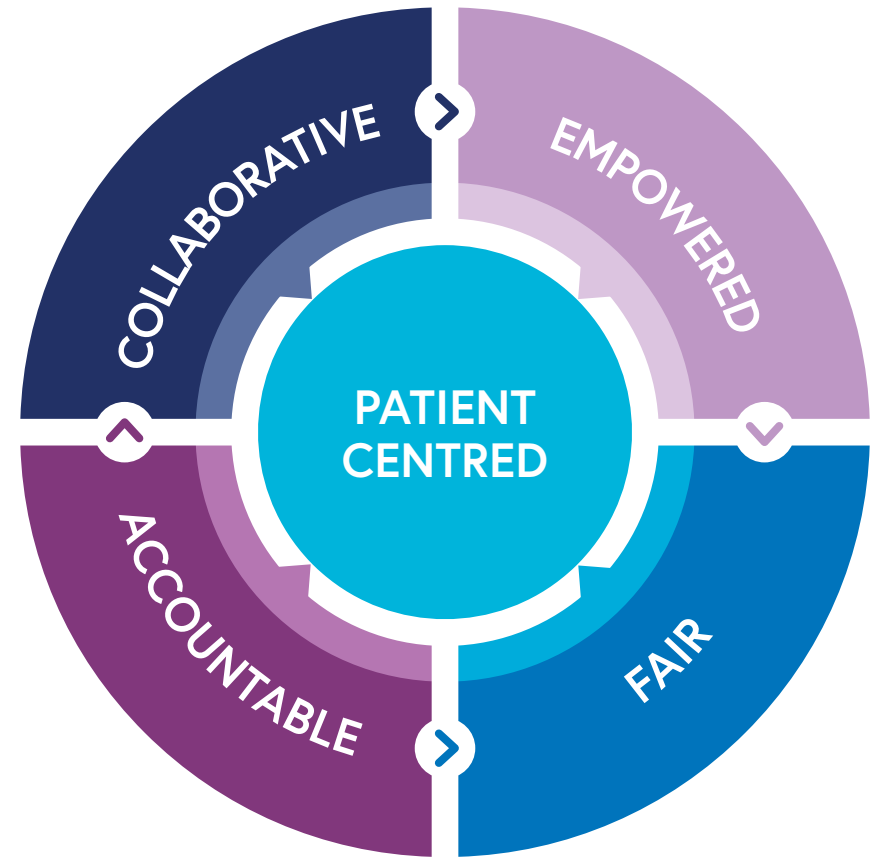
Over the years, Trustwide engagement has enabled us to face challenges together in The Leeds Way, with the values shown in the wheel opposite embedded into our work and setting the expectations for how people should strive to work together. The Leeds Way is how we support our people to provide the best possible care and outcomes for patients and each other.

The *Refreshing The Leeds Way* work we ran throughout *A Summer of Connecting* gave us a much-needed opportunity to look again at the wording around the values and behaviours and to make new and relevant commitments. We've listened to staff and we've taken stock of what we heard.

We know we don't have all the answers and that the challenges we face are large, but by bringing the collective wisdom of our people together to reflect and connect to The Leeds Way, we can recommit to a shared sense of belonging, in a Trust that strives to be an inspiring and supportive place to work, with a re-energised sense of shared purpose and direction.

***We can do this together,
The Leeds Way.***

The Leeds Way Values



A Summer of Connecting

Refreshing the Leeds Way

What was it all about? A Summer of Connecting was an opportunity for colleagues to come together and share their views to **reflect, connect and commit** to The Leeds Way. These are some of the things we did to connect with you and on the opposite page are the main themes that came out from what you told us.



Over
10,000
contributions

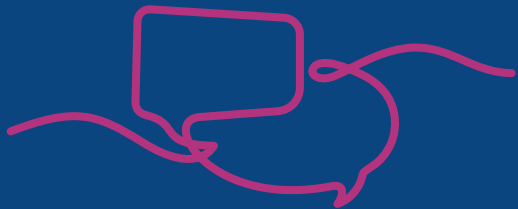
30+ sessions

face to face and online led by staff including the Board



We heard from people across

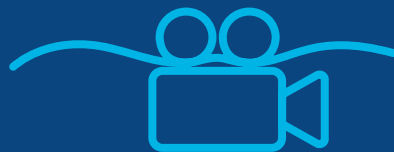
every staff group
and CSU



Several videos brought

The Leeds Way

to life.



For the feedback from *A Summer of Connecting*, go to the Staff Intranet and search Summer of Connecting.

Reflecting on The Leeds Way

What does The Leeds Way mean to you and why is it important?

SIGNIFICANT CULTURAL REPUTATION
NOT CONSISTENTLY LIVED, UNDERSTOOD OR PRIORITISED
GET THE BASICS RIGHT
SUFFICIENT RESOURCING WELL-BEING
IMPROVE WORKING ENVIRONMENTS
ASPIRATIONAL
OFTEN USED NEGATIVELY
STRONG EXTERNAL REPUTATION
NEED UPDATING

Connecting to The Leeds Way

What behaviours should we expect from everyone when we live and work in The Leeds Way?

RESPECT
APPLIES TO STAFF NOT JUST PATIENTS
COMPASSION AND KINDNESS
VALUE EACH OTHER
TAKING PERSONAL RESPONSIBILITY
PUTTING PEOPLE AT THE CORE OF THE LEEDS WAY
INCLUSIVITY
COMMON PURPOSE
FOCUS
LISTENING TO EVERY VOICE

Committing to The Leeds Way

How can we better live and work in The Leeds Way? What do we need to do to ensure our values are meaningful and used?

PROMOTE
DISCUSSIONS
ONE-TO-ONES
ROLE MODELS
TEAM MEETINGS
RECRUIT
TEAM COMMUNICATION
SPACE TO REFLECT
CHALLENGE
LEAD BY EXAMPLE
GREATER RECOGNITION
SHARED LEARNING
COST SAVING

Projects currently underway

With seven hospitals and more than 20,000 staff, there are more projects taking place at any one time than we can communicate, bringing improvements and changes for you in different ways.

Drawing on some of the key things you've told us this past year from the Staff Survey and A Summer of Connecting, we plan to make these more visible for you. Here is an overview...



Right people, right place, right time

What you said

"We need more people, and to ensure we are always inclusive."

Increasing our workforce

- Invested in the **recruitment** of **738 full time** equivalent **international nurses** over the last three years and have the lowest recorded turnover of nursing staff in this time.
- Our Gateway junior doctors programme is praised for being a leading example of good practice for other Trusts to follow.
- We have **increased** our **headcount** across the Trust by more than **2,600 people** over the past two years to over 21,000 people as of Spring 2022.

Retaining our workforce

- A new **Flexible Working Procedure** is in place, with an online **toolkit for guidance** and support.
- A **framework** for working remotely has been **launched**.
- Annual and quarterly **staff surveys** provide regular opportunities for staff to **feedback** what is and isn't working.
- Working with **Leeds partner** organisations on how we can better recruit together across the whole of the **healthcare** system in **Leeds**.

Creating positive working environments

- We are on the path to our **ambition** to have **Inclusion Ambassadors** involved at all stages of recruitment.
- An **improvement project** has been set-up to focus on **optimal attendance**.

Learning and development

- **Accessibility to learning and development:** one of the IT systems we are currently reviewing is the **Learning Management System (LMS)**, the platform used to access training, to ensure that everyone is able to complete their learning through an **easy to access single IT system**.

The behaviour of managers & leaders

What you said

"We need empowering leadership and management."

Speaking up

- A new **Grievance Policy**, now titled 'Resolution' is being launched.
- **Exit Interviews** rolled out to better **understand** why colleagues decide to leave.
- **Improving the Freedom to Speak Up Process** to **ensure support** and a **focus on resolution**.

Visible leadership

- **Supporting and encouraging leaders** to get back to being visible to all colleagues, to **support communication, collaboration** and **empowerment** within teams.

Recognition & rewards

- Well **established DAISY awards** for nursing and midwifery staff.
- IRIS awards for **Inclusive Recognition of Inspiring Staff**.
- Launching an **Excellence in Admin** programme.
- Gr8X for anyone to **recognise** their colleagues.
- **Collaborative working** across the city to optimise the **recognition** and **reward** package offered to all staff in the Leeds health and care system.

Honest communication

- Working with leaders to **build mutual trust** and understanding when **communicating with teams** and across CSUs
- Continuity of the weekly Chief Executive newsletter Start the Week and the Operational Bulletin with **open** and **honest communications** from the senior leaders of the Trust.

Physical environment and systems

What you said

"We need to get the basics right to be able to better live the Leeds Way Values."

IT

The digital demands of our organisation are huge and there's a great deal of work to be done to bring our IT infrastructure up to date and make sure it's fit for purpose. This isn't something that can be fixed overnight and we're working through a process of careful planning and considerable investment to make sure this is done in the right way and does not overwhelm the Trust with too much change all at once.

There's so much work already in progress - replacing all old laptop and desktop devices across the Trust by the end of March 2023, making our systems more reliable and secure, and large multi-year programmes to replace our network and telephone systems, which are over 30 years old and no longer supported by suppliers.

Read more about this work on the Living The Leeds Way pages on the Staff Intranet.

Sustainable Travel and Car Parking

- More **flexible** and **fair** Sustainable Travel and Car Parking plan.
- Committed to **improving facilities** for active travellers.
- Working with West Yorkshire Combined Authority to **improve public transport links**.
- Launched a **Liftshare app** to support **car sharing for staff**.

Improved private spaces

- 17 newly **refurbished rest rooms** benefitting 500 people, with 6 more in the pipeline.
- A rolling programme with Leeds Hospitals Charity to **continue to refurbish staff areas**, including new staff rest areas.

You can find out more about the new plan by searching sustainable travel and parking on the Staff Intranet. To sign up for Liftshare, visit: ltht.liftshare.com

Refreshed Values & Behaviours

Newly simplified behaviours better reflect what you told us was missing for you. This includes compassion and kindness towards each other, working as one team towards common goals and speaking up to respectfully hold ourselves and each other to account.



Patient Centred

We act with **compassion**, empathy and kindness **towards those in our care and to each other**.

We consistently deliver high quality, safe and dignified care, focusing on **individual needs**.



Fair

We **seek to understand the perspective of others**, respecting and embracing our differences.

We champion **inclusivity** by prioritising **fairness & equality**.



Accountable

We **keep our promises, agree clear expectations** and will **speak up to respectfully hold ourselves and each other to account**.

We are true to our word and act with **integrity** and **honesty** with our patients, colleagues and communities.



Collaborative

We are all one team with a common purpose and **value the contribution of others**.

We work in **partnership** with our patients, their families and carers, **our colleagues** and other providers.



Empowered

We empower our patients and colleagues **to have a voice** and **make decisions**, and **are considerate of their choices**.

We celebrate **innovation**, and we **take personal responsibility** for our **learning**.

WHAT THINGS

THE GOLDEN THREAD

Living The Leeds Way is **the golden thread** that ties all of us working at Leeds Teaching Hospitals together.

In an organisation of our size and make-up, we all need to **live** The Leeds Way individually to be able to collectively make change.

This doesn't have to be limited to individual teams. If there is something that can be solved by working across teams or CSUs, then get in touch with the right people and start the conversation.

What 3 Things can you focus on each month?

Focus on behaviours



Get the basics right



Communicate



Share what you're doing!

Your involvement in Living The Leeds Way is vital and we plan to share and celebrate achievements across the Trust, through the intranet, Start the Week, Team Brief, and lots of other places.

Tell us what you're doing – whether you're starting or completing a piece of work, if there has been a positive outcome, or something that you've learnt from. We want to share and inspire others.

Contact the Communications Team on communications.lth@nhs.net or **0113 2060620**

– or tweet **@LeedsHospitals**

What 3 Things has been created to help make Living **The Leeds Way** at work relevant and accessible to you. It's a toolkit designed for your working lives, prompting small changes you can make yourself, as a team, or as a department, that when done consistently will bring about improvements specifically for and by you.

Focus on our behaviours

- Choose one behaviour (see them all on page 10).
- How can you display this with colleagues, patients and partners?
- Discuss in your team huddles.
- Celebrate progress and achievements.
- Discuss in 1-1s.
- Make a commitment in your appraisal.

Get the basics right

- Identify a 'basic' improvement that will improve your working day.
- Staff empowered by leaders to just do it!

Some examples could include agreeing not to meet over lunchtime so colleagues can take a meal break, or reviewing processes to save valuable time.

Some basics aren't easy to fix, but we are working on them. We've broken down some of the work we're already doing earlier in this booklet, or you can find more on the Staff Intranet.

Communicate

- What can improve communication between you and your colleagues?

Some examples could be reading trust-wide or CSU comms when they're shared, having more telephone conversations rather than email, or turning your camera on during virtual meetings.

Our executive team has committed to being more visible and spending more time with colleagues in their workplaces.

Explore Living The Leeds Way
in much more detail
and connect with us on the
Staff Intranet

Search **Living The Leeds Way**

