



The Leeds  
Teaching Hospitals  
NHS Trust

# Culture and Engagement the Leeds Way

Julian Hartley

HFMA Annual Conference 8<sup>th</sup> December 2020

# Engagement improves outcomes

## **Employee engagement and NHS performance**

Michael A West  
Lancaster University

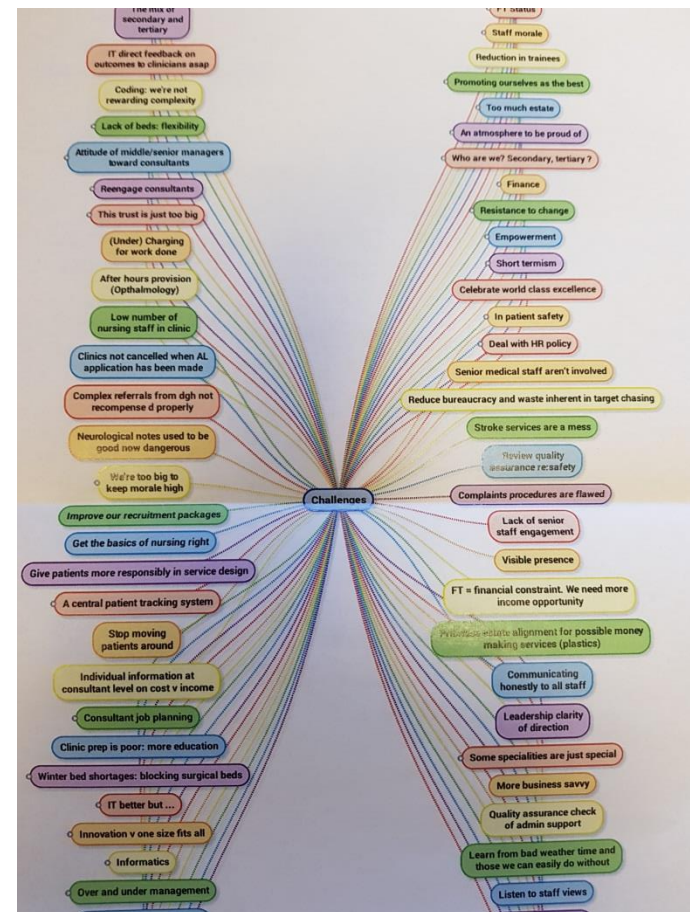
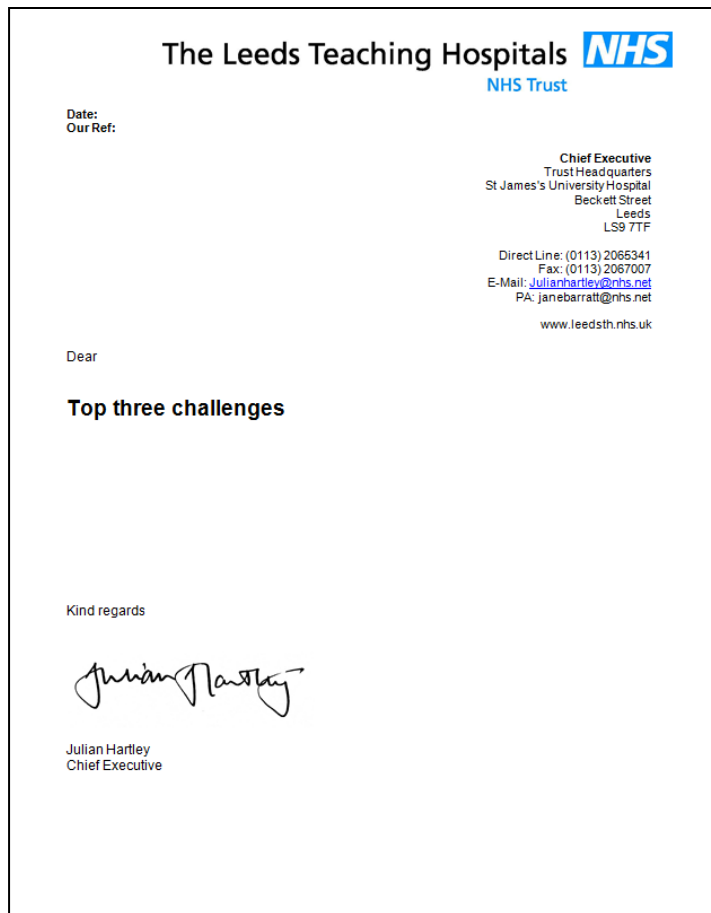
Jeremy F Dawson  
University of Sheffield

This paper was commissioned by The King's Fund to inform its review of leadership in the NHS.  
The views expressed are those of the authors and not of The King's Fund.

TheKingsFund>

**“The more engaged staff members are, the better the outcomes for patients and the organisation generally”**

# How do you put this into practice in a large NHS Trust?



# *The Leeds Way is...*



Patient-centred



Fair



Collaborative



Accountable



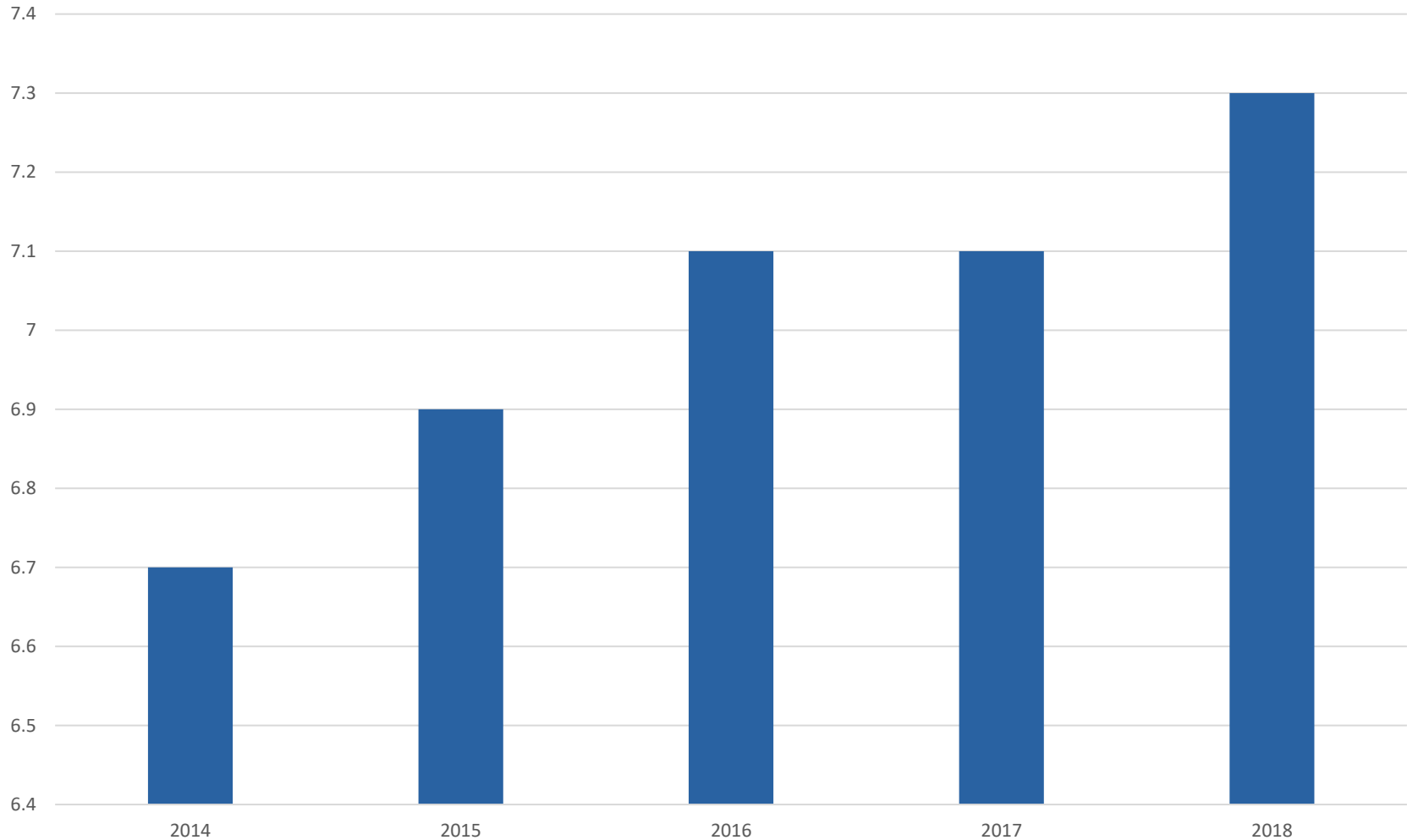
Empowered

# The Leeds Way for all staff

1. Induction
2. Meet the Leaders
3. Appraisal



## Staff Survey Engagement Score



# Finance the Leeds Way

Trust financial sustainability goal:  
“we will deliver a sustainable surplus by becoming  
the most efficient teaching hospital in England”



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Empowered



Service and Financial  
Sustainability



Financial Governance  
Improvements

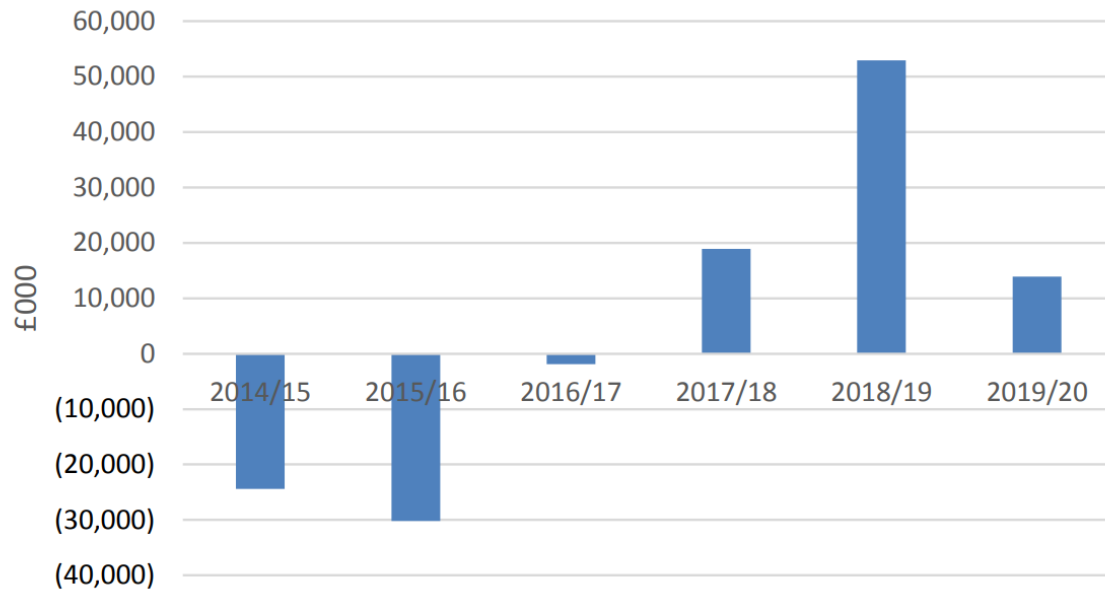


Finance Skills Development

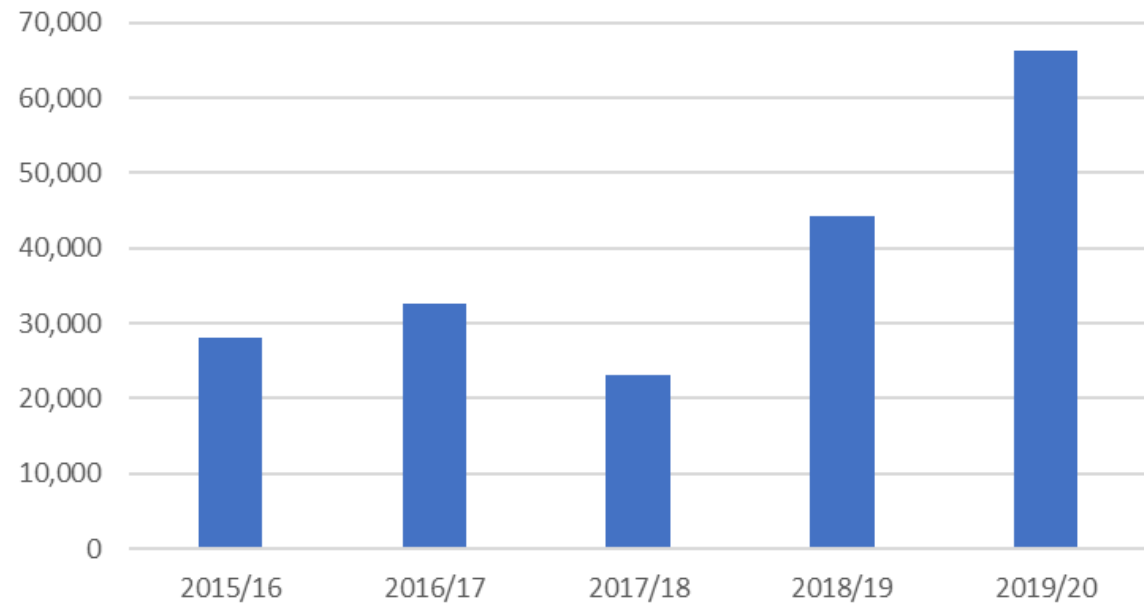




### Adjusted retained surplus / (deficit)



### Capital Investment (£000)



# Staff engagement during Covid-19

Jubilee Wing



Hospital of the Future  
2025

Jubilee  
Wing Centre

# Empowered staff and teams make good and fast decisions about their services



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# Long term wellbeing challenge

Reason for accessing staff support

