

Strategy: 2017 to 2021

Board Meeting: 9 November 2017

Innovation through collaboration



LEEDS



Leeds Academic Health
PARTNERSHIP

STRONG ECONOMY IN A COMPASSIONATE CITY

3rd largest city in the UK¹

home to **3 million** people in Leeds City Region

Generating a **£64.6bn** economic output³

Part of **15 million** people in the Northern Powerhouse

Leeds is the **fastest growing city** in the UK

we speak **170** languages

Best big city in England for standard of life²

Largest city region economy outside of London⁵

A LEARNING CITY

3 universities

Totalling over **62,000** students

Including the 2017 **University of the Year**

LEADING IN INNOVATION

Home to **160** Med-tech & health informatics companies

Largest concentration of health informaticians in the UK⁵

SIMPLE AND STRONG HEALTH AND CARE SECTOR

£1.8bn annual Leeds spend on health and care

Single commissioning voice

57,000 people employed across health & care

3 NHS Trusts including one of the **largest teaching hospitals** in Europe³

Leeds City Council: 2016 **Local Authority of the Year**

Leeds Care Record
Connects the data from **half a million** patient records

Leeds has **22%** of all digital health jobs in England⁴



LAHP Members

Partners



Leeds Trinity
University



LEEDS
BECKETT
UNIVERSITY



UNIVERSITY OF LEEDS



The Leeds
Teaching Hospitals
NHS Trust



Leeds and York Partnership
NHS Foundation Trust



Leeds Community
Healthcare
NHS Trust



Leeds
CITY COUNCIL



Leeds Clinical Commissioning
Groups Partnership

Associates



YORKSHIRE & HUMBER
ACADEMIC HEALTH SCIENCE NETWORK

Affiliates



Leeds City College



St. Gemma's
Hospice
Always caring



yorkshire cancer
research



LAHP Purpose

"To improve the health and well-being of the people of Leeds by engaging academic capabilities in education and research with the health and social care system across the city in order to speed up the adoption of research and innovation; creating inward investment, and raising the national and international profile and reputation of the city and LAHP member organisations."

Or, put simply:

**Innovation through
Collaboration**





Strategy Aims



Support the delivery of the partners' own (and shared) strategies and plans – help to simplify, not add to, complexity.



Build the reputation of and add value to all partner organisations and the city across the totality of the work programmes.



Reflect the breadth of the partnership, for example: physical *and* mental health; care provided in *and* out of hospital; health *and* social care; discovery science to applied health research



Build on and bring together existing strengths across the city and also develop areas of new capability



Leeds Health and Wellbeing Strategy 2016-2021

We have a bold ambition:
‘Leeds will be the best city for health and wellbeing’

And a clear vision:
‘Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest’



5 Outcomes:

1. People will live longer and have healthier lives
2. People will live, full, active and independent lives
3. People's quality of life will be improved by access to quality services
4. People will be actively involved in their health and their care
5. People will live in healthy, safe and sustainable communities



Context for Higher Education

Challenges

- **Competition:** for students and research funding
- **Research:** longer, interdisciplinary awards and establishment of recognised centres of excellence
- **Education:** uncertainty re home student funding settlement
- **Policy impacts and uncertainty:** e.g. fee changes impacting healthcare student numbers; Brexit impacting EU funding and revenue
- **Demographic changes**
- **Quality:** Increasingly discerning customers
- **Talent:** Attracting and retaining the best
- **Regulation:** OfS, UKRI, TEF, REF

Strategies

- Focus on excellence in education
 - Balanced portfolio of education programmes
- Balanced ratio of home vs. international students
 - Access and widening participation
 - New forms of provision e.g apprenticeships and digitally enabled learning
 - Interdisciplinarity
- Focus on research excellence
- Build reputation through partnership with other national and international universities
- Grow partnerships with public sector and industry to deliver impactful research
 - Interdisciplinarity

Education

Research



LAHP Strategy: 2017 to 2021

PREVENTION AND SELF-CARE

"Staying healthy for longer"

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪

OUR GRAND CHALLENGE

PREVENTION AND SELF-CARE

"Staying healthier for longer"

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



Our Grand Challenge: Prevention and Self-Care

- “Wicked”, internationally-relevant problem
 - Requires sustained collaboration by several partners over a long period of time
 - Requires systematic, evidence-based effort and thorough evaluation
- ✓ Essential to health and care system sustainability
 - ✓ Relevant to NHS Five Year Forward View, Leeds Health and Well-Being Strategy, Leeds Health and Care Plan etc.
 - ✓ Provides education and research opportunities across all three universities
 - ✓ Relevant to the LAHP’s affiliate members
 - ✓ Encompasses physical and mental health; care provided in and out of hospital; health and social care
 - ✓ Ranges from discovery science to applied health research
 - ✓ Attractive to industry partners, as presents opportunity for long-term relationships
 - ✓ Possibilities for national and international profile building,
 - ✓ Supports ambition to the “best city for health and well-being” and the plans for the Innovation District.

CORE COLLABORATIVE WORK PROGRAMMES

PREVENTION AND SELF-CARE

"Staying healthier for longer"

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
▪ A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



Core Collaborative Work Programmes

A Good Start in Life

- (1) Obesity
- (2) Mental health

Living Well

- (3) The cardio-metabolic human
- (4) Co-morbid physical and mental health

Healthy Ageing

- (5) Frailty
- (6) End of life

6 Active collaborative work programmes

4 Infrastructure projects will support the six core programmes

- ✓ Each member organisation will benefit from one or more of the programmes
 - ✓ Mix of mental and physical health
 - ✓ Care provided in and out of hospital
 - ✓ Health and social care
 - ✓ Mix of discovery science and applied health research
 - ✓ Mix of building on and bringing together existing excellence and growing new capability
- LAHP will focus effort on supporting their success, but will let other flowers bloom – though must support grand challenge and fulfil criteria
 - Aim to be bid-ready and to proactively influence funding decisions in these areas



Why these six?

- There were other contenders, but these six seem to have energy and momentum
- All six can be seen through a lens of prevention and/or self care
- There is already a successful research base in most of the six areas, but room to develop and grow through collaboration and interdisciplinarity both across and within the universities
- All six have the potential to impact positively on citizens and the sustainability of the health and care system
- All six are nationally and internationally relevant as well as being important for Leeds, offering significant education and research opportunities
- All six have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity)
- Clinical senate discussions about winter pressures/managing demand have focussed heavily on behaviour change and frailty/end of life care

Some may not gain sufficient traction and/or the context might change, and it will be important to monitor regularly and shift focus and resources to other areas if necessary



Opportunities and Challenges

- Build on areas of research strengths by connecting pieces together -- interdisciplinarity
- Trends in research funding – e.g. UK Prevention Research Partnership (£50m)
- The potential of the Leeds Care Record (which allows us to look at the whole patient pathway) put together with the analytical capabilities of the universities
- Capacity – for everyone – suggests we need a phased implementation plan
- Converting the knowledge we generate into practice

SUPPORTING INFRASTRUCTURE

PREVENTION AND SELF-CARE

"Staying healthier for longer"

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



Supporting Infrastructure

- All six core work programmes will have implications for workforce and for information and technology.
- All six will provide opportunities for targeting treatment better through the stratification of citizens and patients and the personalisation of health and care interventions.
- To be successful, all six will need a culture to be in place which welcomes and embraces evidence and innovation in health and care practice.

One Workforce	Leeds Health and Social Care Academy
Information and Technology	A Learning Healthcare System
Personalisation	Leeds Centre for Personalised Medicine
A Culture of Health and Care Innovation	Health Innovate Leeds



Supporting Infrastructure: Leeds Health and Social Care Academy

VISION



A truly integrated, place-based workforce, with resources under one city management; creating efficiencies to reinvest in training, development and education



Unlocking opportunities through a joined up approach to social mobility, apprenticeships, and careers outreach



Radical upgrade the development offer to in-service workforce in partnership with universities and City College



Opportunity to market programmes nationally and internationally



Opportunity to support the acceleration of research and innovation into practice

Progress to Date

- LTHT identified a host organisation
- Transition Director and some team members now appointed
- Joint bid from UoL and LBU to NIHR to create a Workforce Policy Unit to enhance the national and international standing of the Academy
- Secured Health Education England funding to support the transition team
- NHS England have asked to join and collaborate on apprenticeships across the city, and there is interest from other national health arms length bodies based in Leeds. Ambition for 2000+ apprenticeships
- Go live date April 2018



Supporting Infrastructure: Leeds Centre for Personalised Medicine and Health

VISION



To be a global centre of excellence in personalised medicine and health - transforming the health, wealth and wellbeing of our citizens and the efficiency of our health and care services through world class research, innovation and enterprise



“To move away from a ‘one size fits all’ approach to the treatment and care of [citizens and] patients with a particular condition, to one which uses new approaches to better manage patients’ health and target therapies to achieve the best outcomes in the management of a patient’s disease or predisposition to disease.”

NHS England definition of personalised medicine

Progress to Date

- UoL identified as host organisation. LCPMH established; Head of Centre and small team appointed. System-wide board in place, chaired by Prof Paul Stewart. Board includes AHSN and NHS England
- Active projects in cancer, atrial fibrillation, diabetes and CVD with significant industry players such as Myriad, Roche and Somalogic
- Patient activation measures project in development to stratify level of patient engagement in own health and care
- Personalised mental health approaches being discussed with LYPFT
- CanTest – new and improved cancer diagnostics in general practice. SBRI bid submitted
- Living in Leeds proposal in development



Supporting Infrastructure: Learning Healthcare System

VISION



Learning from every citizen who uses our services and every patient we treat



Unlocking the potential of the Leeds Care Record



Exploiting the research expertise in the universities, and in particular the Leeds Institute for Data Analytics, to develop predictive algorithms and decision support tools



Bringing together existing city wide assets to be truly internationally leading

Progress to Date

- There is already a strong place-based approach to I&T
- Plans to create an Office of Data Analytics for the city
- Open standards approach in place
- Leeds Care Record still one of the few whole system electronic patient records in the world.
- Plans to give patients access and add to their own records
- Outcomes based commissioning
- LIDA established and growing in reputation and capability



Supporting Infrastructure: Health Innovate Leeds

VISION



Leeds will be *the* city in which to innovate in health and care. We will be the best navigation system in the UK for health and care innovators of all sizes



We will clearly articulate our needs and priorities to innovators so that it is easier for us to work together



We will work locally, nationally and internationally to accelerate the development of the best healthcare innovations



We will simplify access to the health and care system, working proactively to break down barriers to innovation at a local level

Progress to Date

- Developed the HIL structure and operating model with a Task and Finish Group
- Held business breakfast to engage with health and care innovators
- Worked with Healthwatch to develop citizen/people narrative
- Presented model to Integrated Commissioning Executive for feedback
- Working with AHSN and LEP to secure longer term funding options
- Engaging digital organisations to develop virtual presence



Supporting Infrastructure: A Culture of Health and Care Innovation

All programmes will develop **leading-edge, research-based, world-class solutions**

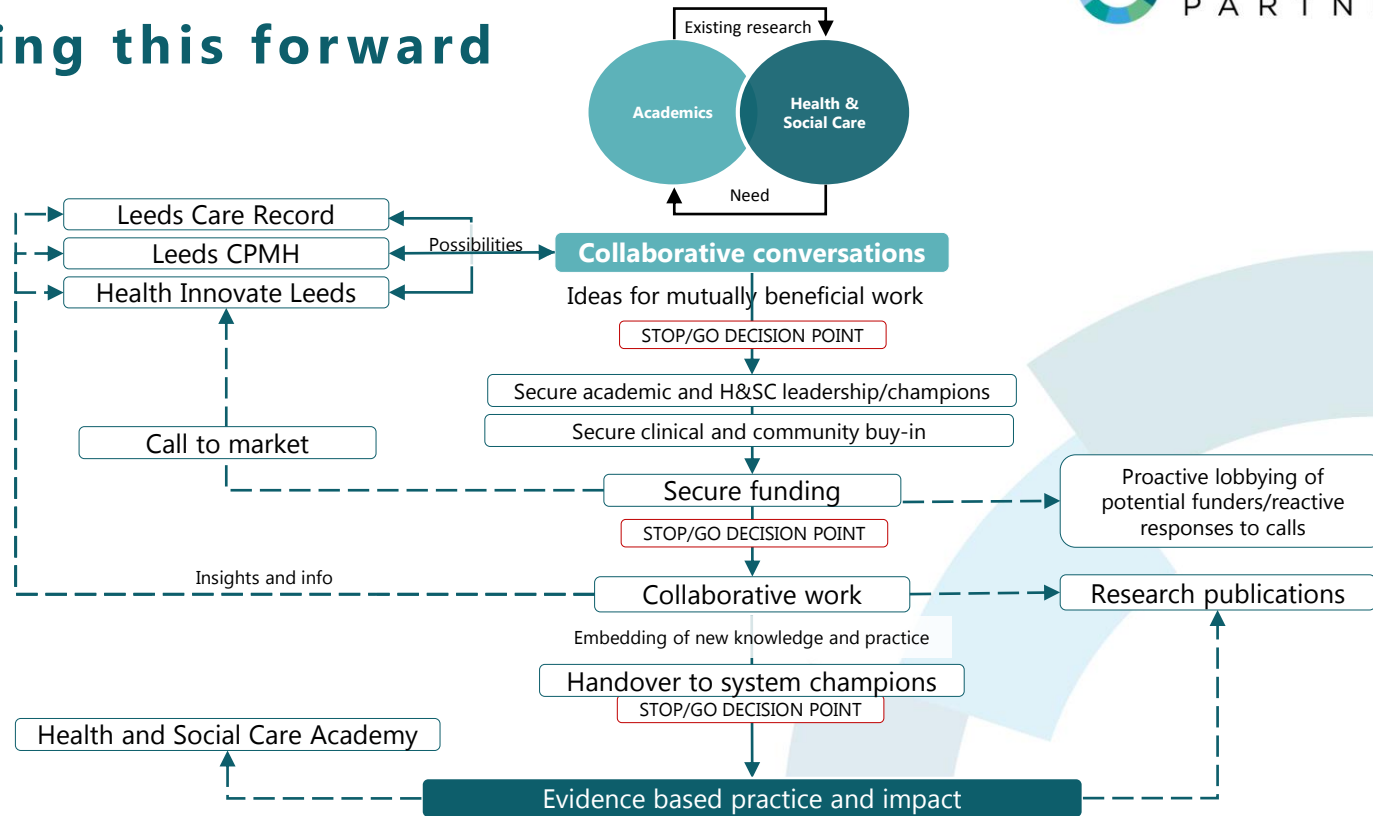
Leeds needs to continue to build a culture which welcomes and embraces evidence and innovation in health and care practice. **This is critical to our ambitions to be the best city for health and well-being.**

To support the further development of this culture, we will facilitate:

- Joined up leadership and “cheerleading” for innovation in health and care across the city
- Co-ordinated staff engagement through the Academy
- Capability building for partnership working through the Academy
- Marketing and communications campaigns, aimed at raising the profile of Leeds as a city of innovation in health and care
- The development of relationships across the workforces of our organisations and we will encourage networks to form naturally, serving mutual interests
- The establishment of good governance where it is needed



Taking this forward



IMPACT

PREVENTION AND SELF-CARE

"Staying healthier for longer"

A Good Start in Life

Living Well

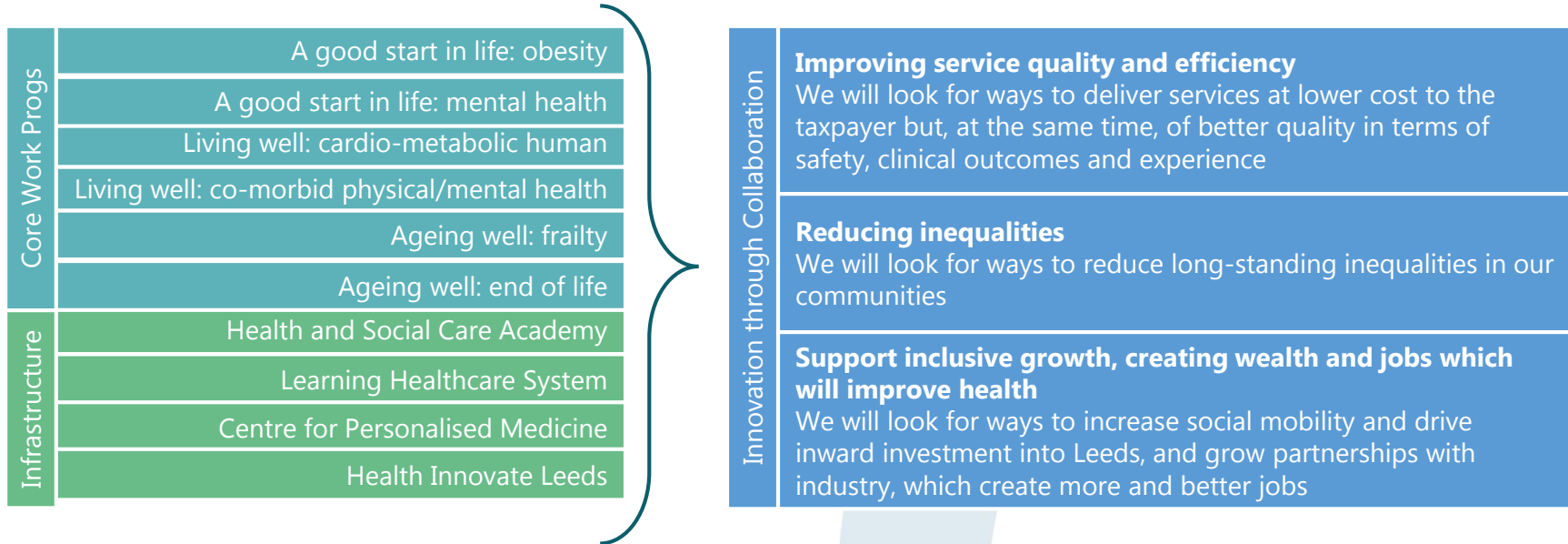
Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪

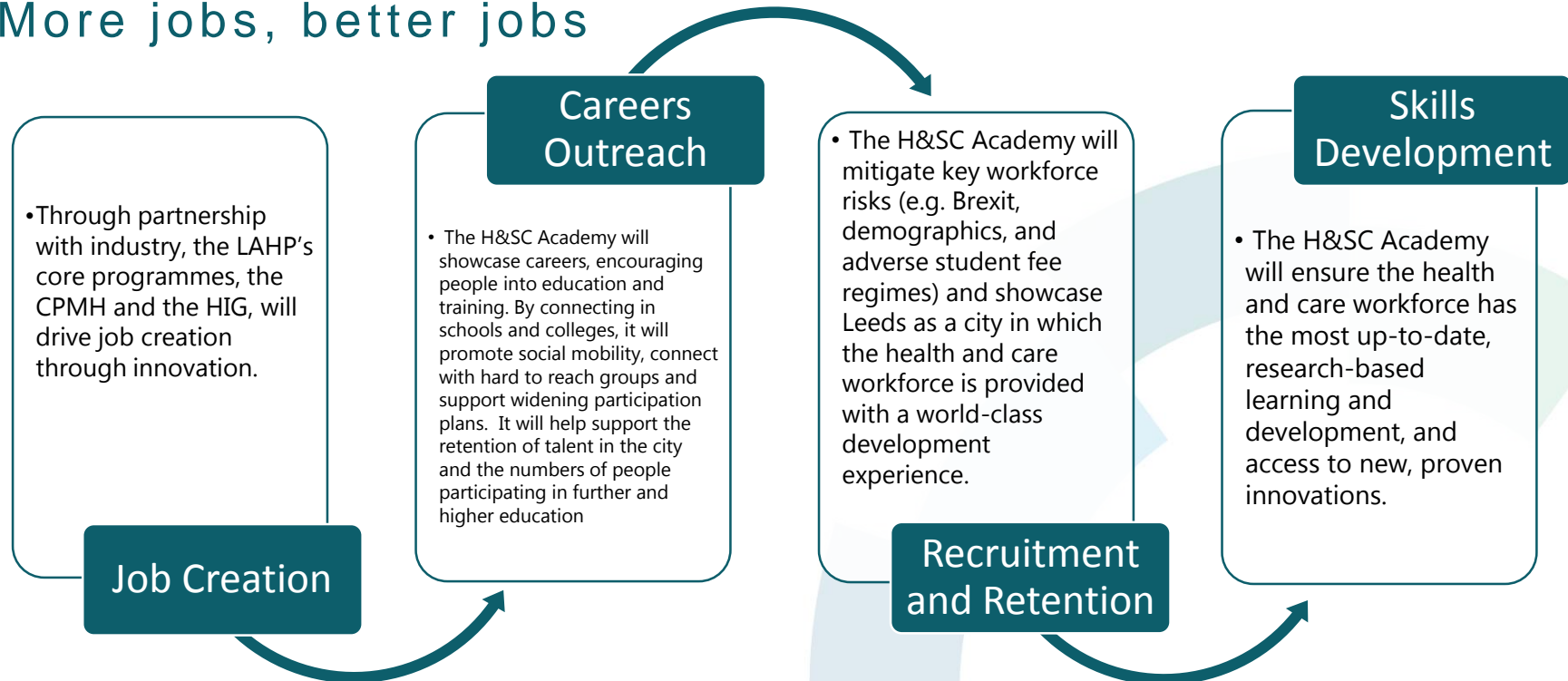


Impact: Outcomes of the LAHP Strategy





Impact: More jobs, better jobs





LAHP Strategy: 2017 to 2021

PREVENTION AND SELF-CARE

“Staying healthier for longer”

A Good Start in Life	Living Well	Healthy Ageing
Obesity Mental health	Cardio-metabolic human Co-morbid physical/mental health	Frailty End of life
One Workforce Information and Technology Personalisation A Culture of Health and Care Innovation	Health and Social Care Academy	
	Learning Healthcare System	
	Leeds Centre for Personalised Medicine	
	Health Innovate Leeds	
▪ Quality and Efficiency ▪ ▪ Inequalities ▪ Inclusive Growth ▪		