

Leeds Health & Wellbeing Board

Report author: Colin Mawhinney
Tel: 0113 3781150

Report of: Leeds and Partners

Report to: Leeds Health and Well Being Board

Date: 22nd May 2013

Subject: Leeds Innovation Health Hub

Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the report contain confidential or exempt information?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, Access to Information Procedure Rule number: Appendix number:		

Summary

1. Key partners in the health sector have been working to establish Leeds as a leading city for health and innovation. Success could significantly improve the health and wealth of the city by improving services and increasing jobs and investment.
2. In the short time since its creation the Leeds Innovation Health Hub under the leadership of Leeds and Partners has, in seeking to safeguard and improve patient outcomes, sought to understand the best means to draw investment into the city and has produced some early wins in doing so.
3. The next stages of the work will be crucial to building further momentum to deliver real transformation in the City's record and reputation as leading in health and innovation. In shaping these messages for audiences both inside and external to the city it will also be crucial for partners to speak together in support for the direction and pace of travel.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of this report and support the core proposition of the Leeds Innovation Health Hub to establish the City as a leading international centre for health and innovation.

1 Purpose of this report

- 1.1 Key Partners in the health and care sector have been working to establish Leeds as a leading city for health innovation. Success could significantly improve the health and wealth of the city by improving services and increasing jobs and investment.
- 1.2 This report provides an update on progress and an overview of the key opportunities being developed. The report then goes on to explain how the city's ambition will be achieved.

2 Background information

- 2.1 The city's Growth Strategy, a framework for driving economic growth and jobs, identified the health sector as having untapped potential based on its assets and opportunities in relation to the Health and Social Care Act 2012. A sector group was formed, the Leeds Innovation Health Hub (LIHH), to develop good working relationships with both private and public sector organisations.
- 2.2 Leeds and Partners joined the LIHH group in June 2012 and have since been asked to act as chair. Leeds and Partners was established by partners in Leeds to promote and raise awareness of the city and attract foreign direct investment and increase trade to support economic growth. It will do this by targeting sectors with greatest potential for growth including Health. Leeds and Partners provide the lead in shaping the work of the Leeds Innovation Health Hub and in facilitating its engagement with investors.
- 2.3 The LIHH has, in seeking to safeguard and improve patient outcomes, sought to understand the best means to draw investment into the city and has produced some early wins in doing so.
- 2.4 In August 2012 the group commissioned a report from Ernst and Young to map key assets in the health sector and to define the points of differentiation upon which its leadership in health innovation could be established. This work has been essential to the development of a credible sector proposition and has clearly identified four areas where Leeds has a competitive advantage, these are: health informatics, medical technology, engaging communities and leadership of change.
- 2.5 These advantages could confer benefits both separately and together as a platform for investment in the city. Feedback from investors indicates that no other city is as well placed to offer such widely distributed strengths across the 'care continuum' connecting pre-treatment health prevention, treatment and post treatment activities and making the emerging programme much more than simply technical or social driven innovation but a powerful blend of both to effect significant improvements in outcomes

2.6 The emerging LIHH vision can be realised both by the establishment of a network of stakeholders across a 'health ecosystem', working collectively to deliver health and wealth outcomes. The health ecosystem is to be understood as commissioners, providers, patients and their communities, but also including companies and investors servicing the health sector. These may be based in other 'priority' sectors such as finance, professional services, digital and advanced manufacturing. Their inclusion in the health ecosystem reflects the interdependent structure of the Leeds economy.

3 Main issues

3.1 LIHH is continuing to gain traction and momentum across both public and private sectors and includes Leeds City Council, the Leeds Teaching Hospitals NHS Trust, Universities, the Community Healthcare NHS Trust, the three Clinical Commissioning Groups, the NHS Commissioning Board and the NHS Information Centre, EMIS (representing Health Informatics sector) and Surgical Innovations representing the medical technology sector. The LIHH Executive Group is facilitated by Leeds and Partners has formed two working groups:

3.2 **The Health Informatics Working Group:** Led by Jason Broch, Chair of Leeds Health Informatics Board, and working to the Board's mandate the working group includes commissioners, providers and representation from local private sector companies. This group is working towards the creation of a single electronic patient record by end 2014 and, using this technology, aim to lever maximum benefits and value for patients, the City Council and the NHS. This would be over one year earlier than the pledge given for this target to be delivered nationally by 2016 by the Secretary of State. An announcement is expected in respect of progress towards this milestone by July 2013.

This work is being developed within the clear guiding principle that patient records will remain confidential and therefore secure.

3.3 **The Medical Technology Group:** Working with emerging technologies and engaging closely with the Health Informatics Working Group, the University of Leeds and a range of stakeholders this group are facilitating expansion and relocation space for companies in the medical technology sector sector.

3.4 **A Community Engagement Working Group** is currently being established and will be supported through the URBACT 4D Cities project. This, emerging, working group includes representation from Leeds City Council, Leeds Community Healthcare NHS Trust and Health Watch (Leeds) and will focus on ensuring opportunities for participation (including jobs) and benefits arising from growth in Health Informatics and Medical Technology sectors feed through to local communities.

3.5 A further key finding of the Ernst and Young study indicated that achieving the Vision at scale and at pace in a sector currently marked by fragmentation and uncertainty will require the development of a 'special purpose vehicle' together with a Programme Director and supporting team. This will provide the flexibility needed to respond quickly to investment opportunities and also provide a mechanism to draw funding down from government grant programmes.

3.6 **Emerging Opportunities**

3.7 This activity is already attracting interest of a number of potential inward investors and influential stakeholders, including specifically:

3.8 **Hosting visits from a major health informatics and diagnostic systems provider, investor and manufacturer of diagnostic instruments.** They are based in the US and have expressed an interest in coming to Leeds (with both systems services and manufacturing) and are still considering the city in the context of other options.

3.9 **NHS England – Award for Pilot Status for interoperable patient record systems.** The delivery of a Single electronic patient record is a priority for NHS England. They will be announcing a selection process in the next few weeks to choose up to six towns and cities in England to host pilots which would assess systems for interoperability. The Health Informatics Working Group will be submitting a bid for the City to be selected as one of the hosts.

3.10 **Surgical Innovations:** with support from the Leeds Innovation Health Hub Group have secured funding from RGF2 which will see the firm catalysing a health technologies hub for the city and create 300 new jobs. The company have committed to establishing this facility in Leeds thus creating further opportunities for the city to host a cluster of similar medical technology companies.

3.11 **Depuy Synthes:** have recently been successful with an application for RGF 3 to support investment in a Product Development Centre in Leeds. Whilst the programme is not directed towards an overall increase in the Company's 500+ workforce in Leeds it will open opportunities to expand the number of apprentices through normal levels of staff turnover.

3.12 **EMIS and TPP:** both Leeds based companies with leading market shares in patient records have been rapidly expanding over recent years and creating hundreds of new jobs. Engagement with EMIS and TPP has, in turn, led to deepening collaboration with public sector commissioners of health services based in the city resulting in the formation of the Health Informatics Working Group referred to above. Taken together these companies have a key role in supporting delivery of the Leeds Care Record based on the creation of open standards to facilitate integration of information. EMIS and TPP have both agreed

to work to these standards and will work in partnership with commissioners to deliver other leading edge projects to improve services to patients.

- 3.13 **The NHS National Leadership Centre:** the NHS Leadership Academy has already established its headquarters in Leeds and is proposing a further investment for a National Centre for Leadership in the city centre. The proposal is for a major facility providing leadership courses for visitors from across the UK. The forecast includes 25,000 delegate training days and giving a major boost to the city centre economy if the proposal is approved by the NHS England. Leeds and Partners are providing a lead is supporting the proposal.
- 3.14 **Health Education England:** a new Leeds-based NHS national organisation, responsible for £5bn of health spending and employing about 1800 people across the UK with numbers of jobs still to be finalised for Leeds. They are interested in emerging proposals for a virtual hub and co-locating on a new 'health' park.
- 3.15 **Health Watch England:** have confirmed that they will have as yet (unconfirmed) number of staff based in Leeds. These staff may be small in number but will have significant influence and could play a part in the development of the health ecosystem.
- 3.16 **BIS Regional Growth Fund:** A bid has been submitted for £8.5 m funding support from the Department of Business Innovation and Skills to deliver a portfolio of innovative health related projects valued at £52m. These projects will be undertaken to attract inward investors to establish new operations in Leeds. Taken together the projects will deliver 680 new jobs in the health sector
- 3.17 Working with the UKTI in the US Leeds and Partners are working with Anne Avidon, US Sector Lead, Healthcare Vice Consul and the local Y&H UKTI team on a programme of activity for 2013-14 for this sector. This will include a 'webinar' to raise awareness of the Leeds health sector proposition in the US with input from members of LIHH, the hosting of a delegation of Medical Technology businesses from Massachusetts in Leeds, a US road show led by Leeds and Partners with key stakeholders and businesses which will target other US destinations with strengths in this sector.
- 3.18 Next Steps for the Leeds innovation Health Hub Group**
- 3.19 A Delivery Framework including an application for RGF4 is to be completed by end June 2013. This plan will define the networks, structures (including a proposal for Special Purpose Vehicle), facilities, investment funds, a programme of activities and outcomes required to realise the Vision. The work will also feed a separate application and bid to deliver an Advanced Health and Medical Leadership Network including services to be located in the city's Aire Valley Enterprise Zone.

3.20 A Conference and Events Programme supporting our work to establish the city as a centre for new thinking and policy on the future of health and applies those ideas to transform its own health system. such as:

- An International Symposium on 'Cities, Health and Wealth' a conference planned for September in partnership with the NHS Confederation of Employers
- A Leeds presence at AdvaMed 2013, Washington: the premier inward investment exhibition and 'showcasing' event for international Life Sciences
- An international seminar on Community Engagement in Leeds Eco system Funded by EU URBACT programme and organised by the URBACT 'Local Support Group'

4 Health and Wellbeing Board Governance

4.1 Consultation and Engagement

4.1.1 Consultations to date have been conducted directly with partners on a project by project basis. However the following consultations are planned to discuss the Leeds Innovations Health Hub's Delivery Framework

- 1st May Virtua (USA)– Demonstration of Interoperable systems in operation
- 23th May Leeds and Partner's Board
- 10th June CCG Leads
- 20th June LCC Leadership Management Team & Executive Leads
- On-going – regular consultations with UKTI

4.2 Equality and Diversity / Cohesion and Integration

4.2.1 The Leeds Health and Well Being Board's Terms of Reference include a commitment to promote integration and it is in this respect that the emerging programme of LIHH could make the most significant contribution to the Joint Health and Wellbeing Strategy going forward.

4.2.2 The objectives of the LIHH include the overall aim of the Health Hub is "To improve the health and wealth of all the people who live and work in Leeds"

4.2.3 The priorities are:

- To achieve improved health and social care outcomes for the population of Leeds
- To maintain and further enhance the international reputation for Leeds as a centre of excellence for innovation in health and medical technology
- To attract inward investment and encourage local enterprise and business opportunities through innovation in health and medical technology

4.2.4 It should be expected that realisation of these objectives will contribute significantly to the reduction of health inequality in the city

4.3 Resources and value for money

4.3.1 As indicated above Leeds and Partners will be submitting bids for further funding from the Department of Business, Innovation and Skills to support its programme of work. This will provide the basis for further match funding from public and private sectors.

4.4 Legal Implications, Access to Information and Call In

4.4.1 There are no legal implications for the Health and Wellbeing Board arising from this briefing.

4.5 Risk Management

4.5.1 A initial risk assessment will be undertaken on as part of the emerging Delivery Framework and will be reported through the appropriate channels. A summary of the key risks and key issues has been provided below.

Risk	Issues
Governance	It is critical that the work and priorities of LIHH remains aligned to those of both the City Council and Partners involved. This will be picked up separately at a meeting of the Council's Leadership Management Team on 20th June
Inability to identify appropriate leadership and sponsorship of programmes of work	Adoption of Innovation is identified in the Health and Social Care Act and in policy documents published by BIS and Department of Health as critical to changes going forward. Success will be determined by the degree to which Partners provide commitment and leadership in support of this.
Safeguarding Patient Data	New Technologies may alter the use and flow of information including patient records It is essential that safeguarding data at the level of the individual should be hard wired into the design and implementation of any new systems.
Giving away proposition value and revenue rights,	Similarly as new investors, or partners become involved in the delivery of innovative new systems it is essential that the commercial value of knowledge generated should be protected in the interests of the city and its communities.
Pace. Too slow Involving large and complex range of stakeholders slows down delivery or Too fast and loses support	Following new legislation and the threat of budgetary pressure on services it will be important to set the pace of innovation and change at a level that will deliver investment timed and at a level that will safeguard and improve patient outcomes

5 Conclusions

- 5.1 The Health and Social Care Act 2012 provides for a new emphasis on the importance of innovation in delivering better health services offering improved value for money. In this respect innovation has a key role to play in plugging the investment gap emerging in different parts of our health service and which, in turn, may require new players with funding and expertise to come to the table.
- 5.2 In the short time since its creation the Leeds Innovation Health Hub under the leadership of Leeds and Partners has, in seeking to safeguard and improve patient outcomes, sought a focus on innovation in health and thereby leverage inward investment into the city
- 5.3 The next stages of the work will be crucial to building further momentum to deliver real transformation in the City's record and reputation as a leading one for health and innovation. As indicated in paragraph 2.5 and 2.6 the potential outcomes of investment in health are much greater than the sum of the parts. Advancement in Health Informatics is more than simply having the best in IT equipment and literacy but will provide the first step towards a larger ambition to deliver a city and population that is digitally enabled across a wider range of services including transport and education. In shaping these messages for audiences both inside and external to the city it will also be crucial for partners to speak together in support for the direction and pace of travel.

6 Recommendations

- 6.1 The Health and Wellbeing Board is asked to:
 - Note the contents of this report and support the core proposition of the Leeds Innovation Health Hub to establish the City as a leading international centre for health and Innovation.