

SCRUTINY BOARD (ADULTS, HEALTH & ACTIVE LIFESTYLES)

TUESDAY, 8TH OCTOBER, 2024

PRESENT: Councillor A Scopes in the Chair

Councillors C Anderson, E Bromley,
L Buckley, M France-Mir, J Gibson, C Hart-
Brooke, W Kidger, K Ritchie, A Rontree
and E Taylor

Co-opted Member present – Jonathan Phillips

43 Appeals Against Refusal of Inspection of Documents

There were no appeals.

44 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

45 Late Items

There were no late items.

46 Declaration of Interests

No declarations of interests were made at the meeting.

47 Apologies for Absence and Notification of Substitutes

All Board Members were in attendance.

48 Minutes - 10th September 2024

RESOLVED - That the minutes of the meeting held on 10th September 2024, be approved as an accurate record.

49 Matters Arising

Minute 41 – The Board had held a Health Service Developments Working Group meeting on 3rd October 2024 to consider proposed plans for Adult Mental Health High Intensity Rehabilitation Inpatient Services. It was highlighted that a summary note of the working group's discussion would be shared as part of the Board's next formal meeting in November.

50 Reviewing the local impact of national health related policy changes

Draft minutes to be approved at the meeting
to be held on Tuesday, 12th November, 2024

The Head of Democratic Services submitted a report which presented a briefing paper by the Leeds Health and Care Partnership on the implications of the pertinent Labour Manifesto Pledges, including the three policy shifts in relation to the NHS and Health & Care System, as well as acknowledging the focus on immediate financial and performance pressures. Consideration was also given to the findings of the independent investigation of the NHS in England that was undertaken by Lord Darzi. A summary of the findings set out in a letter from Lord Darzi to the Secretary of State for Health and Social Care was also appended for Members information.

The following were in attendance:

- Councillor Fiona Venner, Executive Member for Equality, Health and Wellbeing
- Councillor Salma Arif, Executive Member for Adult Social Care, Active Lifestyles and Culture
- Caroline Baria, Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Shona McFarlane, Deputy Director Social Work and Social Care Service
- Tim Ryley, ICB Accountable Officer (Leeds Place)
- Phil Wood, Chief Executive of Leeds Teaching Hospitals NHS Trust (LTHT)
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust (LCH)
- Alison Kenyon, Deputy Director of Service Development Leeds and York Partnership NHS Foundation Trust (LYPFT)

The Executive Member for Equality, Health and Wellbeing gave a brief introduction and then handed over to the ICB Accountable Officer (Leeds Place) to highlight key aspects of the report. In summary, the following points were made:

- There are a number of national pledges that focus on neighbourhoods and communities with prevention as the focus of a new model of health. This aligns with local ambitions set out in the Leeds Health & Wellbeing Strategy, with the neighbourhood and local care partnership work to date being a strong base from which to build a neighbourhood health model.
- Further work on timeframes and policy detail are still to emerge in relation to the anticipated shifts “from treatment to prevention” and “from acute care to primary care”.
- The Darzi review highlighted the under investment in public health, primary care, and prevention over a number of years and so it is unclear to date how and in what timeframe the ambition for a shift in resources will take place, especially against a background of long elective waiting lists and a very tight financial climate.
- in Leeds there is already a strong focus on Public Health across all areas of the council and NHS work, with the recent Director of Public Health Annual Report and the Marmot City work shaping priorities and supporting ambitious change.

- The commitment towards children's health is a very welcome ambition and does align with the Leeds City Ambition.
- Key pressures on the NHS continue to include Elective Waiting Times (still people waiting more than 18 months not 18 weeks) and GP Access (despite record numbers of appointments).
- The major themes identified as part of the independent investigation by Lord Darzi will also inform the government's forthcoming 10-year health plan, which is expected next spring.

During the Board's discussions, the following issues were also raised:

- *Capital budgets* – In acknowledging the findings of Lord Darzi around the impacts of insufficient capital investment in the NHS nationally, the Board discussed the local challenges surrounding capital investments for primary care and mental health estates.
- *New hospital provision in Leeds* – Linked to the government's New Hospitals Programme established in 2019, particular reference was made to the investment plans at Leeds Teaching Hospitals NHS Trust in terms of building a new hospital on the site of Leeds General Infirmary (LGI) which will include a fit for purpose new home for Leeds Children's Hospital, a new adults' hospital and one of the largest centralised maternity centres in the UK. The Chief Executive of the Trust explained that the government recently commissioned a review of the Programme in order to put it on a sustainable footing and that the Leeds project is included in the remit of that review. The Trust and its strategic partners therefore continue to await national approvals to proceed, with a decision expected to be made on 30th October 2024. Members were advised that the cost to rectify backlog maintenance and maintain services at the LGI site (location for the new hospitals) is estimated to be more than £630m and costs will continue to rise linked to ongoing delays. In sharing the concerns of the Scrutiny Board, the Executive Member for Equality, Health and Wellbeing highlighted that this matter was also being considered by the Executive Board as part of its meeting on 16th October 2024, with the intention of seeking support for a 'Team Leeds' approach in making a submission to the Treasury before the Budget on 30 October 2024, clearly stating the importance of modernised hospital provision in Leeds and requesting that the Leeds scheme be permitted to go ahead without delay. The Scrutiny Board welcomed and agreed to support this approach.
- *Investing in prevention* - To fully realise the move from sickness to prevention, the Board acknowledged the importance of investment and cross governmental work to address social determinants of health. Members also discussed opportunities locally to help influence national policy and secure much needed investment in preventative models.
- *Maximising resources effectively* – Recognition was also given to the importance of maximising resources more effectively through greater collaborative working, with HomeFirst and the Community Mental Health Transformation Programme being cited as positive examples of this.
- *Patient satisfaction* – It was noted that the independent investigation of the NHS in England undertaken by Lord Darzi had found that patient satisfaction with services has declined and the number of complaints has

increased. Members were advised that the highest percentage of compensation claims nationally are linked to maternity services. In Leeds, the vast majority of NHS services, including GP Practices and Maternity Care, are rated good or outstanding, with maternity related claims being lower than the national average. Overall, importance was placed on all partners collectively keeping close attention to the quality of local services through mutual quality assurance arrangements.

- *Digital Inclusion* – Members discussed the third policy shift for the NHS which is “from analogue to digital”. It was acknowledged that the focus on improving on the use of digital is something Leeds has recognised as an important feature of efficient and safe health care delivery and has pioneered the use of data with the joint NHS/Leeds City Council Office of Data Analytics (ODA) and through the Leeds Care Record. The work in HomeFirst in joining data systems had also been a critical aspect of its success. It was noted that considerable further work is still needed and therefore this remains on the agenda of the Leeds Health and Care Partnership.

The Chair thanked everyone for their contribution to the Board’s discussion.

RESOLVED –

- (a) That the contents of the report, along with Members comments, be noted.
- (b) That the Adults, Health and Active Lifestyles Scrutiny Board is supportive of a ‘Team Leeds’ approach in making a submission to the Treasury before the Budget on 30 October 2024, clearly stating the importance of modernised hospital provision in Leeds and requesting that the Leeds scheme be permitted to go ahead without delay.

51 Health and Care Workforce in Leeds

The Head of Democratic Services submitted a report which presented a briefing paper by the Leeds Health and Care Academy on workforce challenges impacting on health and care service delivery in Leeds and how partners are working to address these.

The following were in attendance:

- Councillor Fiona Venner, Executive Member for Equality, Health and Wellbeing
- Councillor Salma Arif, Executive Member for Adult Social Care, Active Lifestyles and Culture
- Caroline Baria, Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Shona McFarlane, Deputy Director Social Work and Social Care Service
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust (LCH)
- Alison Kenyon, Deputy Director of Service Development Leeds and York Partnership NHS Foundation Trust (LYPFT)
- Kate O’Connell, Director of Leeds Health and Care Academy and Strategic Workforce

- Jenny Lewis, Director of HR and Organisational Development, LTHT

The Chair invited the Executive Member for Equality, Health and Wellbeing to provide some introductory comments and then invited the Director of Leeds Health and Care Academy and Strategic Workforce to highlight key aspects of the report. In summary, the following points were made:

- The Darzi review recognises the importance of staff voice, multi-disciplinary teams, technology enhanced working and clearer, more stable management in improving outcomes and experiences for patients.
- Despite the significant pressure on staff across all areas of the workforce, the last year has seen some important progress and longer-term improvements which come from closer partnership working.
- Multi-agency and multi-professional teams are able to work in different care settings, access systems and communicate more efficiently, improving the experience of service users and reducing duplication.
- Over the last year, the Leeds Learning Portal and the Leeds Talent Hub have been key enablers for partners to increase engagement in training and development and supporting future workforce to secure and succeed in their chosen education and employment. A particular case study example was shared with the Scrutiny Board.
- The Career Compass Leeds is a digital careers platform to inform, inspire and open doors to the diversity of health and social care careers in Leeds. The platform has been developed in partnership with Leeds health and care employers, careers advisors, colleges, universities and schools and was launched in September 2024 www.careercompassleeds.co.uk.
- There remains a collective focus on carers and the Third Sector workforce, with key Third Sector representatives already active members of the Partnership Leadership Team.

During the Board's discussions, the following issues were also raised:

- *Narrowing inequalities* – Members were advised that the Talent Hub supports individuals to achieve their potential through bespoke navigation and tailored interventions based on their ambition and personal circumstances. The service also aims to contribute towards narrowing inequalities by engaging with and recruiting from the most disadvantaged areas, as well as ensuring that the diversity of the Leeds health and care workforce better reflects the people it serves.
- *Generating greater awareness* – While over 5000 employees from all parts of the sector and from 180 different organisations have accessed the digital learning portal this year, Members were advised of the ongoing work being undertaken in terms of promoting the use of the portal as well as the Talent Hub.
- *Health and Care T Level and Apprenticeships* – Members were advised of the Health and Care T Level as a unique collaboration with partners across Leeds to deliver a two-year programme for students looking to develop knowledge and practical skills within the health and care sector. It was reported that 82% of students in the first cohort went on to further studies in health and social care at University or through an

Apprenticeship, demonstrating the success of the Leeds T Level approach as an alternative educational pathway.

In conclusion, the Chair welcomed the report and thanked everyone for their contribution to the Board's discussion.

RESOLVED – That the contents of the report, along with Members comments, be noted.

52 Leeds Health and Care System Resilience and Winter Planning

The Head of Democratic Services submitted a report which presented a briefing paper by the Leeds Health and Care Partnership on the current issues and actions linked to the Leeds health and care system resilience and winter planning process.

The following were in attendance:

- Councillor Fiona Venner, Executive Member for Equality, Health and Wellbeing
- Councillor Salma Arif, Executive Member for Adult Social Care, Active Lifestyles and Culture
- Caroline Baria, Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Dawn Bailey, Chief Officer /Consultant in Public Health (Health Protection and Sexual Health)
- Hannah Sowerbutts, Head of Public Health (Health Protection)
- Shona McFarlane, Deputy Director Social Work and Social Care Service
- Sam Prince, Executive Director of Operations, Leeds Community Healthcare NHS Trust (LCH)
- Alison Kenyon, Deputy Director of Service Development Leeds and York Partnership NHS Foundation Trust (LYPFT)
- Helen Lewis, Director of System and Pathway Integration, Leeds Health and Care Partnership
- Helen Smith, Programme Director, Same Day Response, Urgent and Intermediate Care, Leeds Health and Care Partnership

The Chair invited the Executive Member for Equality, Health and Wellbeing to provide some introductory comments and then invited the Director of System and Pathway Integration to highlight key aspects of the report. In summary, the following points were made:

- Each organisation in the System has its own winter and resilience plans, decision management tools and its own assurance and governance structure.
- The system reporting suite supports leaders in the system to understand where the pressure is in the system daily and work collaboratively to address issues.

- During the winter months, it is expected there will be an increase in demand for primary care, home based services, community beds, mental health services, VCSE services as well as access to specialist equipment.
- The briefing paper provided by the Leeds Health and Care Partnership provides the Scrutiny Board with an overview of the issues and actions at a system level, as well as an update on plans to support prevention of health issues and increase capacity in the System in the coming months.
- Vaccinations are an important element of the prevention agenda and this year will also include the rollout of the Respiratory Syncytial Virus (RSV) vaccine which will be routinely offered for the first time for those aged 75 - 79 and pregnant women (from 28 weeks).
- Focussed work to improve uptake across both Covid and Flu vaccine programmes is underway to address low uptake across all cohort groups and areas of sustained low uptake.

During the Board's discussions, the following issues were also raised:

- *Mental Health Services* – Members sought assurance that those people accessing 'out of area' mental health hospital care, there is a rigorous monitoring system in place when managing their care needs.
- *Improving the take-up of vaccinations* – It was reported that while the uptake achievement for 2023-24 was good, there are still areas for improvement in key cohorts for this year. This included pregnant women and frontline health and social care staff. The Board discussed some of the possible barriers, which included limitations with the existing booking systems as well as issues around vaccine hesitancy. Importance was also placed on delivering vaccination services in the right place and at the right time. As part of the focussed work to improve uptake within communities, the Board suggested that relevant communication resources are also shared with Elected Members.

The Chair thanked everyone for their contribution to the Board's discussion.

RESOLVED – That the contents of the report, along with Members comments, be noted.

53 Work Schedule

The Head of Democratic Services submitted a report that presented the Board's latest work schedule for the forthcoming municipal year.

RESOLVED – That the Scrutiny Board's work schedule for the 2024/25 municipal year be noted.

54 Date and Time of Next Meeting

RESOLVED – To note the next meeting of the Adults, Health and Active Lifestyles Scrutiny Board is scheduled for Tuesday, 12th November 2024 at 1:30pm (pre-meeting for all Board Members at 1.00 pm)

Draft minutes to be approved at the meeting
to be held on Tuesday, 12th November, 2024