

SCRUTINY BOARD (ADULTS, HEALTH & ACTIVE LIFESTYLES)

TUESDAY, 10TH OCTOBER, 2023

PRESENT: Councillor A Scopes in the Chair

Councillors P Alderson, C Anderson,
L Farley, M France-Mir, C Hart-Brooke,
M Iqbal, W Kidger, K Ritchie and E Taylor

Co-opted Member present – Dr J Beal.

39 Appeals Against Refusal of Inspection of Documents

There were no appeals.

40 Exempt Information - Possible Exclusion of the Press and Public

There were no exempt items.

41 Late Items

There were no late items.

42 Declaration of Interests

No declarations of interest were made at the meeting.

43 Apologies for Absence and Notification of Substitutes

Apologies had been received from Councillor J Gibson.

44 Minutes - 12th September 2023

RESOLVED – That the minutes of the meeting held on 12th September 2023, be approved as an accurate record.

45 Matters Arising

Minute 33 – Matters Arising from the meeting held on 12th September 2023. Members were informed that the working group meeting that had been scheduled for 27th September 2023 to discuss the issue of vaping had been postponed following recent developments at Government level suggesting that disposable vapes are to be made illegal in the near future. The Children and Families Scrutiny Board had received an update during its formal meeting on 4th October 2023 and agreed to maintain a watching brief over the coming weeks to help determine its next steps.

Minutes approved at the meeting
held on Tuesday, 7th November, 2023

Minute 34 – Access to General Practice in Leeds.

While Board Members had been provided with latest GP practice and Primary Care Network appointment data showing the percentage of appointments made within the 14 day timeframe and those outside of it, it was noted that the Leeds Health and Care Partnership had been asked to provide some further clarity around what proportion of the appointments that do not occur within the 14 day timeframe are pre-planned.

Minute 35 – Director of Public Health Annual Report 2022.

Further to the Board's request to receive information on the actions being taken to help reduce suicide in 30–50 year old men, Members were advised that a new Suicide Prevention Action Plan was in the process of being developed with partners over the coming weeks and that it would be timely to share this with Members once completed.

46 Health and Care Workforce

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 Children's Social Care and Health Partnerships
- Councillor Salma Arif, Executive Member for Adults Social Care, Public Health and Active Lifestyles
- Caroline Baria, Interim Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Kate O'Connell, Director of Leeds Health and Care Academy and Strategic Workforce
- Tina Turnbull, Workforce Adviser, Forum Central
- Claire Nixon, Development Manager, Forum Central
- Sam Prince, Interim Chief Executive, Leeds Community Healthcare NHS Trust
- Kelly Cohen, Clinical Director, Leeds Teaching Hospitals NHS Trust
- Helen Lewis, Director of Pathway Integration, Leeds Health and Care Partnership
- Jenny Cooke, Director of Population Health Planning, Leeds Health and Care Partnership

The Chair invited the Executive Member for Children's Social Care and Health Partnerships to provide some introductory comments. In welcoming the appended briefing paper, the Executive Member particularly acknowledged the section on Carers and the Third Sector workforce. The Board was informed that the Executive Member had wrote to the Chair of the Leeds Health and Care Partnership Executive (PEG) to emphasise the importance of

recognising the vulnerability of the Third Sector in view of its key role across the workforce.

The Director of Leeds Health and Care Academy and Strategic Workforce provided a brief overview of the key points set out within the briefing paper. Representatives from Forum Central also provided comment on the challenges, opportunities and successes relating to Carers and the Third Sector workforce.

In summary, the following key points were highlighted:

- There remains a strong commitment towards collaborative working to better integrate the health and social care workforce in Leeds.
- Workforce capacity remains challenging but collective actions around recruitment, development, retention and staff well-being are maintaining a stable city-wide position.
- The NHS Long Term Workforce Plan, published in June 2023, also provides real opportunity for advancing the city's collaborative work around retention, training and transformation.
- The last year has demonstrated some key areas of growth and improvement but also some systemic issues which will take some time to resolve. The Board's attention was drawn to the key indicators and notable areas of progress set out within the briefing paper.
- There remains a collective focus on narrowing inequalities. In February 2023, Leeds One Workforce partners reviewed the impact and organisational commitment to the Connecting Communities with Health and Care Careers programme and unanimously agreed to embed this as a permanent programme into the Academy's Talent Hub.
- The Third Sector is very much a recognised integral part of the Leeds Health and Care system, with active representation on the Leeds Health and Care Partnership Executive Group, the Leeds One Workforce Strategic Board and many other committees and steering groups supporting collaborative working.
- The 2020 State of the Sector report, which explored Third Sector resilience, had recently been refreshed using 2022 data and insights, and revealed a concerning loss of Leeds health and care Third Sector capacity, with a 10% drop in registered Third Sector organisations since 2020, along with a 34% drop in the workforce.
- Key workforce challenges in the sector have included a lack of digital support and capacity; increased operating costs; and escalating recruitment due to the loss of staff seeking greater security and better conditions due to on-going uncertainty around funding. This is creating instability and increased financial vulnerability across the sector.
- There has been positive action in terms of connecting new organisations with the Talent Hub, increasing access to staff benefits and health and wellbeing support, and making training and education more accessible for staff in the Third Sector, which has been welcomed.

The following areas were also discussed during the Board's consideration of the briefing paper:

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- *Illustrating the trajectory of progress* – in noting the key indicators and areas of progress set out in the briefing paper, a request was made to illustrate the trajectory of progress over the last 6 months in the form of graphs/charts.
- *Supporting unpaid carers to access training* – the Board noted that a learning portal had been launched for carers to access free training and that work was being undertaken with Carers Leeds to explore how best to raise greater awareness and increase uptake.
- *Effective recruitment and selection* - it was noted that the Talent Hub is designed to be person centred and actively disrupts traditional recruitment processes across the partnership, promoting values-based recruitment, improving candidate's recruitment experience, improving retention rates and delivering efficiencies. A key benefit has been the opportunity to engage unpaid carers in career conversations, exploring how their skills and experience can provide a platform for future training, volunteering and careers.
- *Potential implications of abolishing A-levels and T Levels* – with the government's recent announcement regarding plans to abolish A-Levels and T-Levels, the Board was advised that there would be time to work through the implications of these plans and while these may present some challenges, Leeds has a good basis to adapt accordingly.
- *Retention challenges within the Third Sector* – the Board noted that pay within the Third Sector is continuing to fall behind statutory employers and remains a key challenge when trying to retain staff, despite efforts to explore other incentives such as staff discount schemes or access to free training.
- *Health and wellbeing support to staff* – the Board was informed that additional funding had been secured to enhance health and wellbeing support for staff across the partnership which is being used to recruit a Welfare Officer to support staff and volunteers from smaller organisations and to strengthen research and evaluation of health and wellbeing support to ensure continuous improvement of both impact and sustainability.

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

RESOLVED - That the report, along with Members comments and information requests, be noted.

47 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 Children's Social Care and Health Partnerships

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- Councillor Salma Arif, Executive Member for Adults Social Care, Public Health and Active Lifestyles
- Caroline Baria, Interim Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Dawn Baily, Chief Officer Public Health (Health Protection)
- Sam Prince, Interim Chief Executive, Leeds Community Healthcare NHS Trust
- Kelly Cohen, Clinical Director, Leeds Teaching Hospitals NHS Trust
- Helen Lewis, Director of Pathway Integration, Leeds Health and Care Partnership
- Jenny Cooke, Director of Population Health Planning, Leeds Health and Care Partnership

The Chair invited the Executive Member for Children's Social Care and Health Partnerships to provide some introductory comments, which was followed by a PowerPoint presentation by the Director of Pathway Integration that provided an overview of:

- Key service changes since 2022/23;
- Winter flu/covid vaccination programme;
- Public Health commissioned services and overarching aims for 2023/24;
- Additional capacity to support the health system over winter;
- An overview of key risks.

Overall, the Board was advised that the Leeds System is entering this winter in a stronger position than for 2022/23.

The following areas were discussed during the Board's consideration of the briefing paper:

- *Winter vaccination for healthcare staff* – the Executive Member particularly referenced the change in national policy this year in terms of non-frontline workers in NHS settings not being offered a covid vaccination. It was noted that the Leeds Health and Wellbeing Board had raised concerns regarding this policy change and gave a commitment to still vaccinate all healthcare staff in the city.
- *New covid variant* – the Board was advised by the Chief Officer Public Health (Health Protection) that there was no existing evidence showing the new covid variant to be causing any significant impacts.
- *Working as an integrated care system to help mitigate key risks* – the Board was advised that while there remain significant pressures particularly around A&E attendance, flow through mental health services and the impact of industrial action, the Leeds Health and Care Partnership is working hard to plan for the coming period to help mitigate those risks.
- *Timely Discharge from hospital* – the Board was advised that there has been a notable change in the number of people being discharged with support at home over the last 6 months, largely driven by an increase in homecare starts from hospital. It was also noted that in terms of having assurance that patients are not being discharged from hospital

prematurely or without adequate community support, there is monthly monitoring of the readmission rates to Leeds Teaching Hospitals Trust. Where any concerns are raised, these will be investigated further.

- *Positive impact of the HomeFirst Programme* – it was noted that the HomeFirst Programme is working to further increase capacity of receiving services over winter. This was discussed in more detail as a dedicated item on the Board's meeting agenda.

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

RESOLVED - That the report, along with Members comments, be noted.

48 HomeFirst Programme

The Head of Democratic Services submitted a report which presented a briefing paper by the Leeds Health and Care Partnership on progress with the HomeFirst Programme.

The following were in attendance:

- Councillor Fiona Venner, Executive Member for Children's Social Care and Health Partnerships
- Councillor Salma Arif, Executive Member for Adults Social Care, Public Health and Active Lifestyles
- Caroline Baria, Interim Director of Adults and Health
- Victoria Eaton, Director of Public Health
- Sam Prince, Interim Chief Executive, Leeds Community Healthcare NHS Trust
- Kelly Cohen, Clinical Director, Leeds Teaching Hospitals NHS Trust
- Helen Lewis, Director of Pathway Integration, Leeds Health and Care Partnership
- Jenny Cooke, Director of Population Health Planning, Leeds Health and Care Partnership
- Megan Rowlands, Programme Director for Home First, Leeds Community Healthcare NHS Trust

The Chair invited the Executive Member for Adults Social Care, Public Health and Active Lifestyles to provide some introductory comments and then invited the Director of Population Health Planning and the Programme Director for Home First to give a brief overview of the key points set out within the appended briefing paper, which was presented in the form of a PowerPoint presentation.

In summary, the following key points were highlighted:

- *Programme aims* – the Board received an overview the key aims and outcomes that are linked to the Home First programme.
- *Ward-based pilots to improve transfers of care* – the Board was briefed on the current success of two live ward-based pilots in Leeds Teaching

Hospitals Trust (wards J32 and J16) that are focussed on minimising discharge delays.

- *Active recovery at home* – the Board was advised that the first Active Recovery pilot team is now live, with Neighbourhood Teams therapists and SKiLs reablement staff coming together to form the pilot team. It was reported that since the launch of the new ways of working, reablement starts have consistently been above the baseline of 4 per week.

The following areas were also discussed during the Board's consideration of the briefing paper:

- *Monitoring of the programme* – the Board was advised of the role of the Programme Director, Programme Team and Programme Board in terms of overall governance.
- *Active recovery at home* – the Board acknowledged that while the first Active Recovery pilot team has only been live for a couple of weeks, it is producing a great deal of initial positive impact on capacity and outcomes within the team, as well as great feedback from the staff working in the team. The Board was advised that learning and evidence would be gathered from the pilot with the intention of then scaling up across the city to other reablement teams.
- *Achieving an annualised financial saving of £17.3m* – the Board discussed the key benefits of the Home First programme for all partners and how this would likely result in significant annualised savings. As a long-term transformation programme, the Board acknowledged that such savings would not be immediate and will also need to be balanced against potential cost increases linked to future demographic changes.
- *Patient experience and feedback* – as well as gathering statistical data, the Board emphasised the importance of hearing directly from patients too and was assured that patient experience measures would be captured throughout the programme.
- *Causes of re-admissions* – the Board was advised that a thematic analysis is undertaken with regard to admissions which will pick up issues in relation to any re-admissions. It was noted that while causes for re-admissions are varied and multiple, there is collaborative working through the Transfer of Care hub to ensure that patients are safe at home.
- *Virtual Ward* – reference was made to increasing patient confidence with regard to the 'virtual ward' and it was suggested that the Scrutiny Board may also wish to hold an informal briefing session on this.
- *Patient advocacy* – the Board recognised the importance of having robust advocacy arrangements in place particularly for those patients without close family support networks. Linked to this, reference was made to the Primary Care Access Line (PCAL) that is an innovative service which facilitates advice and guidance from primary to secondary care to ensure a smooth transition for patients and a better patient outcome. It was also noted that Third Sector organisations have been commissioned to be proxy family representatives.

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

RESOLVED - That the report, along with Members comments, be noted.

49 Work Schedule

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

The following dates were noted in relation to the Board's forthcoming working group meetings:

- Children's neurodiversity – Monday 23rd October 2023 at 10 am
- Dentistry – Thursday 16th November 2023 at 10 am

RESOLVED – That the Scrutiny Board's work schedule for the 2023/24 municipal year be noted.

50 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, 7th November 2023 at 1:30pm (pre-meeting for all Board Members at 1:00pm)