

Report of: Tony Cooke, Chief Officer, Health Partnerships

Report to: Leeds Health and Wellbeing Board

Date: 9 February 2023

Subject: Refresh of the Health and Wellbeing Strategy & West Yorkshire Partnership's Five-Year Strategy - Working Draft and Joint Forward Plan Approach

Are specific geographical areas affected?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
If relevant, name(s) of area(s):		
Are there implications for equality and diversity and cohesion and integration?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
Is the decision eligible for call-In?	<input type="checkbox"/> Yes	<input checked="" 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

This report provides a further update of the work undertaken to develop the Leeds Health and Wellbeing Strategy and the West Yorkshire Partnership Five Year Strategy and includes a working draft of both documents.

Recommendations

Members of the Leeds Health and Wellbeing Board are asked to:

- Note the updates on the refresh of the Leeds Health and Wellbeing Strategy
- Note the work that has been undertaken across the Partnership as part of the refresh of the Health and Wellbeing Strategy refresh and the West Yorkshire Strategy refresh
- Comment on the current draft of the West Yorkshire strategy, noting the further work to be undertaken and the development of a Joint Forward Plan to enable delivery of the strategy

Leeds Health and Wellbeing Strategy

The paper to the September 2022 Health and Wellbeing Board (HWB) noted the pausing of the strategy review during Covid and the subsequent process for review (attached here). A series of events including two HWB workshops (October 2022 and January 2023) have taken place and the development of aligned strategies (Inclusive Growth, Climate, Marmot etc) has also informed the redrafted strategy. Conversations with key partners will be continuing over coming months until a final draft HWS is presented to Health and Wellbeing Board later in 2023.

Feedback from colleagues working in children's services, public health, third sector, social care and economic development has helped refine the language and achieve clearer focus on each of the twelve priorities. Feedback, particularly from people themselves in the Big Leeds Chat and from elected members and the third sector, has emphasised the importance of reflecting real peoples experience of accessing services and the post-pandemic challenges that include longer waiting times for many services and the impact of the cost of living crisis on health and care. A working draft was emailed to HWB Board members before the workshop on 26 January and is also attached to this paper.

Overall headline feedback has included:

- Strong support for maintaining the direction of the current strategy with refinements to reflect the current context post-Covid including new NHS governance, demographic changes and the cost of living crisis
- The need to articulate a clear narrative to underpin priority areas that explains the changes the health and care system and its partners need to make over coming years whilst ensuring that a 'golden thread' of prevention, integration and reducing inequality runs through the strategy
- Ensure this narrative is rooted in a #teamLeeds approach that places a focus on how people feel about, and engage with, the health and care system. This should also be asset based and community focused
- Keep twelve priorities but don't group into sub-headings as this adds complexity
- Clarify key indicators but work closely with partners to ensure these are meaningful and can clearly be used to explain progress and improved outcomes by 2030
- Be clear about the extent of the challenge, for example waiting times for primary and secondary care, access to NHS dentistry, healthy life expectancy, workforce and recruitment concerns and the impact of challenging financial settlements on all services. The strategy should emphasize how this has impacted on real people and their lives through clear person-based narratives
- Use clear delivery plans for priority areas that don't currently have existing plans in particular the re-prioritised work on housing, employment, inequality and research
- Ensure the Health and Wellbeing Board has a balance between 'deep dives' into key priorities and understanding progress across the system as a whole
- The strategy shouldn't impose new plans where those already exist but should align to existing plans for example the Healthy Leeds Plan and Mental Health Strategy
- Consider the addition of transport and culture as key areas influencing health

Current position and communications plan

The positive feedback from the HWB workshop session and from partner and elected member engagement will be added into a further draft of the document and this will be circulated to Board members for further comment with a view to firming up and adding depth and a strong narrative to each priority over coming weeks.

The communications plan behind the strategy is also in development. Through our communications we want to tell the story of the health and care in Leeds and the Leeds Health and Wellbeing Strategy in a clear, consistent and concise way, using content that is memorable and shareworthy. As a result of our communications, we want:

- Stakeholders who will enable the delivery of the Strategy to be enthused to act and buy-into the aims and priorities. This includes extending the call-to-act beyond the health and care system, public sector organisations, and the third sector
- All people who live and work in Leeds to see the benefits of the Strategy for them, and for all of Leeds
- To enhance Leeds' reputation, locally, nationally and internationally, as a city that is proactive in tackling health and wellbeing, through collaborative working, led by a strong Health and Wellbeing Board

West Yorkshire Partnership Strategy

In December 2019, the West Yorkshire Partnership Board approved the Five-Year Strategy for the Partnership, [Better health and wellbeing for everyone](#). This document was the culmination of a long period of public and partnership engagement and set out the vision, ambitions and ways of working for the partnership.

Since its publication, the context and focus for our work has changed significantly. While we have made good progress across a range of areas, the Covid-19 pandemic has meant that our partnership has necessarily needed to shift its focus away from our priorities to more immediate operational pressures. The scale of challenge has also increased in a number of areas, most notably the widening of inequalities. A current position against the 10 Big Ambitions is set out in Appendix A. In addition, the changing landscape of health and care brought about by the Health and Care Act 2022, has set out new ways of working together to achieve a truly integrated system.

In March 2022, the Partnership Board agreed an approach to refreshing the Partnership's Five-Year Strategy and developing an improvement and delivery framework to affect its implementation. This approach has its foundations in places with the strategy being built from the five places' Health and Wellbeing Strategies.

The strategy refresh has been undertaken using an inclusive approach. There has been the opportunity for all members of the Partnership and the wider system to be involved through a networked approach to engagement and open and transparent opportunities to

be part of the dialogue. There has been the opportunity for effective challenge, enabling diversity of thought and keeping open minds and hearts. The work has been driven by a strategy design group which reflects the broad diversity of the Partnership and who have been working hard since April 2022, to develop ways in which the system can connect itself better and use tools to support an improvement ethos to ensure delivery of the strategy. Representatives from Leeds have been part of the design group undertaking this work.

In September 2022, an update on the work undertaken to date was taken to Partnership Board for both assurance of the work and agreement of the proposed changes in focus for the strategy. This included comment provided by Leeds Health and Wellbeing Board members in the strategy discussion held at the 27th September meeting.

A working draft of the strategy is attached for comment, which is intended to retain the continuity of purpose that the Partnership previously set out, whilst recognising the changing context we live and work in. It is important to note that this draft has been developed in a time of significant uncertainty, with budgets and allocations for coming years yet to be finalised ie there is a lack of clarity of funding to support the delivery of the strategy. The next phase of our work is the development of a five-year Joint Forward Plan (guidance is available [here](#)), owned by the Integrated Care Board and setting out delivery of the NHS elements of the Integrated Care Strategy. The Joint Forward Plan needs to meet three principles:

- Being fully aligned with the wider system partnership's ambitions
- Supporting subsidiarity by building on existing local strategies and plans as well as reflecting the universal NHS commitments
- Being delivery focused, including having specific objectives, trajectories and milestones as appropriate.

As we also begin the beginning of the NHS operational planning process, it is important that we ensure that the two processes align together and tell the story of how we will deliver the Strategy. The Operational Planning Guidance (available [here](#)) places at the centre the role of ICBs and systems in overseeing planning and delivery; its requirements are threefold, to continue:

- The recovery of services post-COVID including urgent care, elective care, cancer and primary care
- To continue to deliver the priorities set out in the NHS Long Term Plan
- To transform services in support of the above.

Our approach to the Joint Forward Plan and Operational Planning process will continue to be built from place and involve the whole system in its development. We expect that the place Joint Forward Plans will cover the three requirements set out in the Operational Planning Guidance as well as responding to local health and wellbeing strategies and the

ICB strategy. We anticipate these plans, being developed to late draft by end-March 2023 and published by end-June 2023, providing the narrative to accompany the operational plans as well as the longer-term system ambitions. This process has been co-designed by members of the strategy design group and NHS England colleagues embedded within the Partnership. We will continue to bring together place and WY colleagues as the plans are developed, this will in turn inform our business planning process. This will determine the WY programme priorities and where there is value in working together in delivering the long-term ambitions.

There is a statutory duty placed on ICBs to consult on the Joint Forward Plan with the requirement to involve:

- The group of people that our NHS services have responsibility for - our 2.4m population
- Any other people we consider appropriate to consult, such as colleagues in health and care services.

The consultation activity started on the Tuesday 10 January, with the process involving a number of different methods across West Yorkshire and our five places. It includes a mixture of online and in person methods.

An important element of the strategy work has been to consider evaluation and how we will know that we have been successful in its delivery. Whilst much of the focus to date has been around national oversight metrics and those metrics through which we are currently measuring progress against the 10 big ambitions, the strategy design work seeks to enhance this further. It is proposed that moving forward we use an approach where we bring these together with a third element, 'the integrated care experience' to ensure that we are able to have an holistic richness to our information and can truly understand what is telling us about our system, the extent to which people feel their care is joined-up and seamless based on their own experiences interfacing with multiple different teams and organisations, what needs to change and what it needs to look like.

We know that there is already promising practice around gathering this information across the Partnership, not least in large scale transformation programmes, places and Local Authorities. Our work includes building on and implementing the recommendations from the Independent Review of Involvement and Good Governance Institute, where not already in place. This will involve where needed, a renewed focus, capacity and investment. Partnership Board are asked to support this approach to the ongoing delivery of the strategy.

Conclusions

The work to finalise both draft strategies is still under development, with further engagement taking place over the coming weeks and months including Scrutiny Committees, NHS Boards and the Health and Wellbeing Board (and other HWBs and the West Yorkshire Partnership Board for the West Yorkshire strategy).

Implementing the Leeds Health and Wellbeing Strategy 2016-21

How does this help reduce health inequalities in Leeds?

The proposed refresh priorities in this paper reiterate the current HWS vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest. Tackling health inequalities and the impacts of poverty will be central to the development of the HWS refresh aligned to existing key strategies, plans and ambitions including the Best City Ambition

How does this help create a high quality health and care system?

The Leeds Health and Wellbeing Board is clear in its leadership role in the city and the system, with clear oversight of issues for the health and care system. The overarching commitment to drive improved quality across the health and care system remains a key feature of the Boards' and Strategy refresh proposed priorities.

How does this help to have a financially sustainable health and care system?

The Leeds health and care system is continuing to work collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The commitment of sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long-term commitment to financial sustainability will continue to be reflected in the HWS refresh

Future challenges or opportunities

This paper highlights the challenges we face across the city in tackling health inequalities and the impacts of poverty, which have been further exacerbated by the Covid-19 pandemic. Whilst these challenges exist, health and care partners remain committed in their relentless focus in improving the health of the poorest the fastest. This is reflected in reaffirming the vision of the current HWS in the refresh. As the health and care system has recently gone through further transformation, the strength of the partnerships remain vital to making a real difference to the health outcomes of people across Leeds. The HWS refresh will articulate clearly the priorities and the actions to deliver on this commitment and ambition.

Priorities of the Leeds Health and Wellbeing Strategy 2016-21	
<small>(please tick all that apply to this report)</small>	
A Child Friendly City and the best start in life	X
An Age Friendly City where people age well	X
Strong, engaged and well-connected communities	X
Housing and the environment enable all people of Leeds to be healthy	X
A strong economy with quality, local jobs	X
Get more people, more physically active, more often	X
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X