



**Leeds Academic Health**  
PARTNERSHIP

# Leeds: Innovation Through Collaboration

Report produced by the Leeds Academic Health Partnership (with support from Adults and Health, Leeds City Council) for the Adults, Health and Active Lifestyles Scrutiny Board

June 2023



# Leeds: Innovation Through Collaboration

## 1. Purpose

This paper provides members of the Adults, Health and Active Lifestyles Scrutiny Board with an overview of the health and care innovation ecosystem in Leeds working to achieve the Best City Ambition, with an emphasis on addressing the key strategic priority of reducing health inequalities. It showcases the rich and diverse research and innovation assets of the city and how these can be harnessed to maximise future opportunities.

The paper:

- Summarises the role of the Leeds Academic Health Partnership in bringing together academia and health and care providers to tackle the city's most difficult healthcare challenges through research and innovation.
- Provides an overview of the health and care policy context driving innovation activities in the city based on the Health and Wellbeing, Inclusive Growth and Zero Carbon Strategies of the Leeds Best City Ambition.
- Describes the Leeds Innovation Vision and the initiatives in place bringing this to life.
- Showcases a range of case studies to exemplify partnership working in action.
- Considers specific actions needed to ensure Leeds is a leading destination for healthcare innovators.

### **Ask of the Board:**

- To note the richness of our innovation ecosystem and partnership in action.
- To celebrate our innovation strengths and consider how to raise the profile of what Leeds has to offer to innovators, researchers, investors and policy makers.
- To support activity to look for opportunities to work better together to more strongly connect the needs of our population with focused calls – whether this is targeting more research, or working with innovators to find solutions.

## 2. Leeds Innovation Vision

Leeds has a vision to ‘stimulate innovation which drives and delivers measurable impact towards a healthier, greener and inclusive future for the city and the world’.

Innovation, particularly in health, can mean different things to different people. Although Leeds has a strong heritage and future in technological innovation, a broad definition is used here to capture the exciting collaborative work ongoing in the city:

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*“**Innovation** is the process of bringing together new science, ideas and improvements to **benefit our population**”*

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This report, produced by the Leeds Academic Health Partnership and the Health Partnerships Team, outlines how innovation in the health and care sector is helping to achieve the Leeds Best City Ambition<sup>1</sup> to become a healthier and more economically prosperous city for all its citizens.

## 3. About Leeds Academic Health Partnership

Leeds Academic Health Partnership (LAHP) is one of the largest of its kind in the UK and the only one in the Yorkshire and Humber region. We are a collaboration between Leeds’ universities, our local NHS organisations, Leeds Health and Care Partnership, Leeds City Council (LCC), the West Yorkshire Health and Care Partnership, the West Yorkshire Combined Authority, industry and the third sector.

By collaborating in research and innovation, we forge unique opportunities for our partners to work together to tackle the city’s hardest health and care challenges. There are already fantastic examples of collaborative working in the city, but inevitably in a big, complex ecosystem fragmentation still exists. The LAHP has a vantage point across sectors and across the health and care and economic system. Combined with our relationships, this helps the LAHP to bring together existing networks or creates new ones to look for opportunities to align.



Led by our partners, we support Leeds’ Best City Ambition to improve the equity of population health outcomes and reduce disadvantage through inclusive economic growth. We help thread these ambitions across the work of all our partners. Our aim is that Leeds

becomes a learning city, where we harness our collective assets, rigorously identify what will benefit our communities and evaluate success.

## 4. Leeds Innovation Policy context

**Leeds Best City Ambition** is built on three pillars and creates a framework within which we can promote the importance of the Team Leeds approach as we emerge from the pandemic. Innovation, research and evidence are central to all three pillars of the Best City Ambition.

### Health and Wellbeing Strategy

The overall ambition for Leeds to be the best city for health and wellbeing, by making it a healthy and caring city for all ages, where people who are the poorest improve their health the fastest, is the motivation that drives the activities of the LAHP.



Our work touches on many priority areas of the Health and Wellbeing Strategy, but has particular relevance to priorities 7 and 8 that i) describe the ambition to maximise the benefit of world-leading research, innovation and technology, and ii) promote prevention and improve outcomes through integrated health and care, respectively. Tackling health inequalities is a relentless focus and is being strengthened by embedding the principles of the Marmot programme into all aspects of the city's work. The LAHP helps to share this message with partners and incorporate into innovation activities throughout the city's ecosystem.

### Inclusive Growth Strategy

The Inclusive Growth Strategy for Leeds is aimed at creating a healthier, greener and inclusive economy that works for everyone. Innovation is critical to unlocking the city's inclusive growth ambitions and a route to create opportunities for all. The Innovation Vision is being delivered through a range of ambitious initiatives driven forward by the Leeds Innovation Partnership of Leeds Teaching Hospitals Trust (LTHT), LCC, University of Leeds and Leeds Beckett University. This includes overseeing the development of the Leeds Innovation Arc (one of the largest infrastructure regeneration schemes in the North), through to digital strategies from a whole city and person perspective to make Leeds a centre of excellence in digital innovation capabilities.



### Zero Carbon Strategy

Leeds is committed to making the city carbon neutral by 2030. Innovations we are looking to support in the health and care sector will make a significant contribution to this

ambition, particularly with the emphasis on the benefits that citywide digital capabilities can bring to address this issue, such as remote monitoring, where evaluation is already underway.

Nationally, the NHS has committed to reaching net zero by 2040 for the emissions it controls directly, and by 2045 for the emissions it influences and through the goods and services it buys from partners and suppliers. From April 2022, all NHS procurements need to include a minimum 10% net zero and social value weighting and from April 2023 suppliers of all contracts above £5 million per annum are required to publish a carbon reduction plan (extended to cover all procurements from April 2024).



### Approach

- Co-production and co-design
- Shifting power to citizens through community social infrastructure
- Being evidence led – fostering innovation, creativity and a learning culture in a digital world
- Recognising the impact of society and our economy on the health of people in Leeds at different stages of their lives
- Everyone playing their part – businesses; public institutions; social entrepreneurship
- Investing in prevention and asset-based approaches to build community capacity
- Taking a long term approach

## 5. City Context

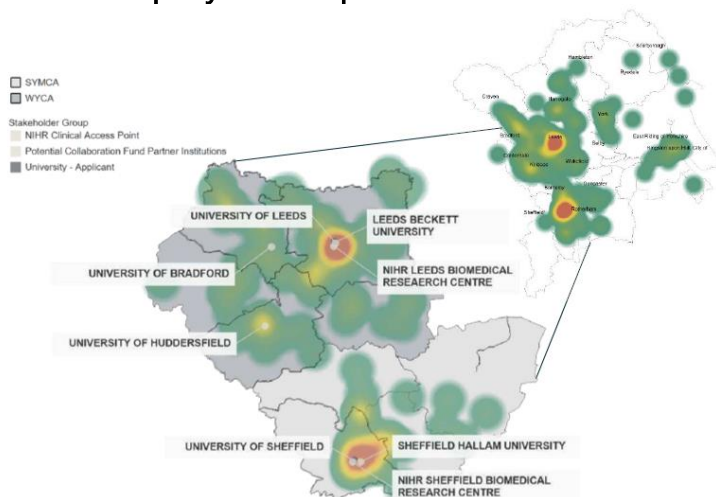
As the UK's third largest and one of the fastest growing cities economically, Leeds is a leading city for digital, data and tech industries. With 600 health and life sciences firms, 250 medtech companies, 62 digital health firms, and more than 190,000 people working in this sector including 22 per cent of UK digital health jobs, the region is a world-leading health innovation hub. Leeds is the 'capital' of the biggest regional economy outside of London, with the Yorkshire and Humber region being recognised as a cluster of excellence for its unique medtech heritage in the Government's Life Sciences Vision (2021)<sup>2</sup>.

## Strengths of the Leeds Health and Care Research and Innovation Ecosystem



Digital healthtech represents major future growth areas for advancing the UK’s position as a world-leading digital health economy (West Yorkshire Regional Healthtech Strategy 2022<sup>3</sup>).

### Medtech Company Heatmap<sup>4</sup>



As a gateway to the city’s health and care research and innovation ecosystem, the LAHP is uniquely positioned to forge vital, cross-sector collaborations on behalf of the city, the region and beyond.

Source: Perspective Economics

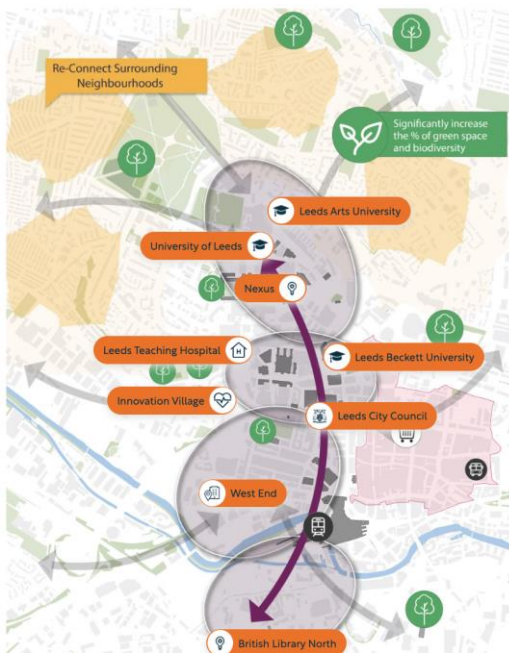
Leeds is also home to NHS England headquarters, a Department of Health and Social Care Hub, and globally-leading academic research. The region has outstanding infrastructure and skills in evaluating devices, diagnostic and digital healthcare solutions and in data analytics, including longitudinal data studies such as the Born and Bred in (BaBi) initiative. Of its 70,000 students attending the six higher education institutions in the city, many are among the region’s 17,000 science, technology, engineering and mathematics (STEM) graduates each year.

## 6. Delivering the Innovation Vision

Leeds is taking a range of exciting approaches to stimulate a vibrant, thriving ecosystem in which academia, the health and care system, and industry can come together to maximise the opportunities for collaboration. This paper highlights examples from across six themes: city developments; digital connections; networks in research; innovation in social care and mental health; support for innovators; and workforce. It also showcases four successful case studies that have benefitted from the innovation infrastructure and expertise in the region.

### i) City Developments

#### Leeds Innovation Arc



Leeds' dynamic Innovation Arc is stitching together some of the most significant assets in the North of England to create a world-class hub for research, innovation and technology in health and life sciences.

- Spanning 150 hectares of the city centre.
- Creating:
  - 3,000 new homes
  - 220,000m<sup>2</sup> of public space improvements
  - Up to 1m sq ft of development in a mix of heritage assets and new build
  - Incorporates two new city parks

In April 2023, the LAHP held an event on behalf of the city, convening key stakeholders involved in operationalising the Innovation Arc vision to develop a shared view of how it can add to, enhance and accelerate health and care innovation in the region. Feedback from the event highlighted the importance and value of making new connections from such events to foster a collaborative ethos and to see real examples demonstrating the potential of collaborative working to identify and address unmet needs.

#### Innovation Village

Within the Innovation Arc, an innovation village, comprising two state-of-the-art new hospitals – one for adults and one for children as well as the UK's largest single site maternity centre in one building at Leeds General Infirmary, will transform healthcare for the region. It is forecast to create 4,000 jobs and bring economic benefits of £11.2 billion to the regional economy. As regional specialist centres the hospitals will treat people from Leeds and beyond. The new hospitals are a catalyst for digital transformation that will



enable seamless care across traditional boundaries so that we can move more care into and closer to people's homes.

### **Independent Research and Innovation Ecosystem Report**

The Leeds Science and Innovation Audit (SIA) was commissioned by the Department of Business, Energy and Industrial Strategy in 2017 to highlight investment opportunities for medical technologies by helping regions map research and innovation strengths and identify areas of potential global competitive advantage. In the intervening years, Leeds has acted upon the SIA recommendations to make the city more receptive to the needs of innovators, through for example the establishment of the LTHT Innovation Pop Up.

It is an exciting and opportune time to revisit our successes and opportunities in this area. The LAHP is currently commissioning an independent ecosystem report on behalf of city partners to showcase in one place the strengths of our system. The report will identify existing, emerging and potential factors which could help raise the profile of Leeds and position the city as a globally leading location for health and care research and innovation and secure Leeds being rated 'the best city in the UK' by 2030. Publication is expected early 2024 and will provide a key tool for decision makers and developing action plans for the city.

### **ii) Digital connections**

Seamless data connectivity between our health and care providers and the use of data insight to drive better outcomes is also relevant to make Leeds attractive to innovators.



The Leeds Digital Strategy<sup>5</sup> outlines progress to date in delivering 21st century connectivity and infrastructure that provides the backbone for world-class service provision. We will increasingly be able to collect data in real-time and utilise mobile technology to deliver personalised services when and where they are needed. Our partners from LTHT, primary care and LCC are also developing teams around the best use of robotic process automation and other forms of artificial intelligence.

Progress in joining up the health and care data across the city in the Leeds Data Model also opens up new research possibilities. For example, new multidisciplinary groups are exploring how data science capabilities can help augment the population health management approach to plan, deliver and evaluate care. The LAHP supports this work, which is being led by the Leeds Office for Data Analytics and Integrated Digital Service Team (both joint teams of LCC and the Leeds Office of the West Yorkshire Integrated Care Board) together with the West Yorkshire Integrated Care Board, by communicating awareness of developments to our city partners and identifying opportunities for collaboration, supporting health and care digital supplier events and needs-based hackathons.



## Case Study 1

Social Care – Independent living



- **Remote monitoring technology capable of providing post-discharge care, virtual wards and domiciliary care at home. Currently undergoing pilot evaluation by Leeds Integrated Digital Service**
- Allows emergency call help by voice command, monitors hydration status, medication adherence, and vital signs.
- Evaluations show MiiCare supports older adults to leave hospital and continue their care and assessment at home at 53% lower cost and with 65% fewer hospitalisations. In 6 months, over 1600 hospital nights saved and can delay nursing care by 8 months.
- Longer-term needs can be assessed 24/7 at home to enable independent self-care, with 50% fewer staff visits.

### iii) Networks in Research and Development

#### Strong Local, Regional and National Innovation Networks

Strong and trusted networks that bring together diverse experience to maximise impact are more important than ever for sustainable research and innovation activity. Our partnership network includes the award winning and nationally leading integrated care system (West Yorkshire Health and Care Partnership), and the regional Healthtech Cluster. The LAHP established the Healthtech Cluster in 2019 as a direct response to the regional SIA recommendations around the need to create an integrated healthtech ecosystem in the Leeds City Region.

## Case Study 2

Self-Care App



- **Home-grown Leeds patient-led innovation co-developed in partnership with Leeds Teaching Hospitals Trust and supported by Propel@YH**
- DigiBete is a multi-lingual video platform and app to help support children, young people and families self-manage their own type 1 diabetes through age-appropriate shared videos and educational resources.
- NHS England funded social enterprise used in 95% of Children's and Young Peoples clinics in England and Wales, with 75% patient uptake (100% uptake in most deprived areas of England and Wales).
- Content approved by the Diabetes Team at Leeds Children's Hospital to extend the online reach of clinical teams. Type 2 diabetes version now built.

The unique positioning of the LAHP provided an incubator for the Cluster before evolving to ownership at the West Yorkshire Combined Authority. It is now integrated within the Mayoral team and has recently appointed an industry chair. As the region's first cross-sector network comprising universities, regional government, health and care services, industry (healthtech and digital) innovators, the Cluster has been central to the development of the West Yorkshire healthtech strategy.

The Yorkshire and Humber Academic Health Science Network (YH AHSN) provides a single front door for innovators that unites place and region due to being rooted in the Innovation Hub at the West Yorkshire Health and Care Partnership, and connects nationally through its network of 15 AHSNs. The close involvement of the LAHP in their triage and decision-making processes provides oversight of innovations that match the priorities of our partners and population.

### **International collaborations – Healthtech Corridors**

Leeds has relationships with several countries active in developing cutting edge technologies through the Leeds Israel Healthtech Gateway, a collaboration involving LTHT, YH AHSN, and the Northern Health Science Alliance. Additionally, the Propel@YH programme has successfully forged collaborations within the city with companies from the Nordics, Estonia, Canada and the USA. The AHSN also works closely with the Association for British Healthtech Industries and the West Yorkshire Combined Authority, attending trade missions including Arab Health and Medica. These relationships provide exporting opportunities for innovators based in the region.

### **iv) Innovation in social care and mental health**

As referenced in one of the recommendations made in this report, there is opportunity to work together better to more strongly connect the needs of our population with focused calls and to ensure all aspects of health and care can benefit from the strong positioning and leadership capabilities of the LAHP. This section provides an overview of some of the innovation work led by wider partners in the healthtech space in the city, including the Adults and Health Transformation and Innovation Team, LCC, Third Sector partners, Leeds and York Partnership NHS Foundation Trust, and Leeds Beckett University.

### **Homes for Healthy Ageing programme**

Leeds recently took part in the Connected Care Catapult: Homes for Healthy Ageing programme alongside four other areas of the UK, acting as testbeds in partnership with innovators to develop, test and demonstrate solutions. The core team (LCC, Carers Leeds and Leeds Older People's Forum) focused on improving health and wellbeing through reducing Social Isolation and Loneliness. The core team worked in partnership with several neighbourhood networks, the University of Leeds and SMEs to test out new ways to increase connections. Digital/tech solutions included:

- "The Treasure Book", a digital resource offering the proven benefits of Reminiscing and Music Therapy
- An adaptation of the Centaur (a 2-wheeled balancing chair) to create a sustainable service that meets the mobility assistance needs of people in Leeds to promote better social engagement

- Testing a platform called onHand which provides people requesting support with local volunteers who are able to help them with everyday tasks, supporting independent living and building social connectivity

### **Connecting Care Homes**

Leeds was one of 69 local authorities which took part in the Local Government Association's Social Care Digital Innovation Programme (funded by NHS Digital). The programme aimed to develop and share new digital approaches and technologies in adult social care. Leeds ran the Connecting Care Homes discovery project – testing out how we might improve the experience for individuals living in care homes, their families, and for staff, when an emergency transfer from a care home to hospital takes place. Next steps are to develop and test a digital product that supports care home staff to input, collate and share information regarding an individual person, their needs, preferences and information regarding any health incident they experience with health and care services in real time.

### **100% Digital Leeds / Digital Inclusion**

100% Digital Leeds takes a community-based approach to supporting digital health participation and work with partners across the city in many different settings, including the third sector and health and care. Previous projects include piloting a Digital Health Hub in partnership with Beeston and Middleton Local Care Partnership and supporting the rollout of the MyCOPD app with Leeds Community Healthcare NHS Trust. At present, 100% Digital is working with the Care Quality Team within Adults and Health to support people living in care homes to improve social connectedness and health and wellbeing e.g. keeping in touch with family and friends, access to and provision of health and care services, and utilising arts and culture activities. Solutions are being developed to offset challenges presented around connectivity and equipment within care homes and the confidence and skills of staff working in care homes to utilise digital technology and capabilities to best support the people they work with.

### **Thrive By Design**

Thrive By Design is hosted by Leeds and York Partnership NHS Foundation Trust; it focuses on inclusive digital innovation and improvement in health and care. Its ethos is all about understanding that co-designing in partnership with the people who will use and benefit from digital innovation will result in a more impactful, user friendly product. Examples of innovation in digital mental health support include the award winning MindWell website and the My Needs App.

### **The Digital Health and Assistive Technology (DHAT) Research and Innovation Hub**

Hosted by Leeds Beckett University, The Digital Health and Assistive Technology (DHAT) Research and Innovation Hub was established in 2017. DHAT brings researchers wishing to collaborate in designing, developing, and evaluating novel healthcare technologies for and with stakeholders in the NHS and other care organisations. The DHAT Hub provides horizon-scanning and objective technology assessment service for digital health and assistive

technologies. The DHAT worked with LCC Adults and Health on collaborative projects; including the Care Home Digitisation project and the Digital Literacy in Care Homes project. The DHAT is currently working on tools to support the diagnosis of Parkinson's and Alzheimer's disease.

## v) Support for Innovators

Digital health and medtech businesses are producing some of the most innovative solutions, including:

- patient-facing: for example, devices enabling people to manage their conditions at home and report symptoms for clinicians to monitor remotely, and
- system management: for example, risk, data or IT management across health and care systems.



## Innovation Pop Up

The Innovation Pop Up based at Leeds Teaching Hospital Trust is a unique facility that provides an entry point for innovators to world class expertise, helps to facilitate a culture of innovation in the Trust and enables innovations to be evaluated in a test bed NHS environment.



The Innovation Pop Up has recently undergone refurbishment following private investment from Fujitsu and Intel, recognising the value it offers to innovators in the city. Recent examples of technologies that have undergone evaluation include real time tracking of pathology samples and remote monitoring soft tissue sensors to prevent diabetes and smoking-related amputations.

## NEXUS

NEXUS is a vibrant community for innovators and entrepreneurs that offers support for developing a new product or growing a successful business. NEXUS enables its member businesses to connect with the research, talent and facilities across the University of Leeds and with partners across the Leeds Innovation Ecosystem.

The community of high-growth businesses is located across the globe, but has its physical base on the university campus. Healthtech companies now account for the largest proportion of business members at NEXUS (45 of the 91 companies), demonstrating its importance as a growing and dynamic sector in the city.

### Case Study 3

Waiting List Reduction

pinpoint

- **Cancer diagnostic to tackle waiting list backlogs. Developed in Leeds in partnership between the University of Leeds and Leeds Teaching Hospitals Trust and based in Nexus.**
- Harnesses AI capabilities to combine signals from 31 analytes in the blood with the patient's age and sex to produce a calculated probability of a patient's risk of cancer once referred on to a 2 week wait pathway.
- High risk (referred to secondary care investigations); low risk can be kept in GP pathway.
- CE marked for 9 cancer pathways. Currently undergoing a NHS England Service evaluation.

### Centre for Healthtech Innovation

The Centre for Healthtech Innovation (CHI) is a joint research initiative drawing on the expertise of a community of around 150 scientists and clinical academics from the University of Leeds and LTHT. The CHI focuses on the translation of early stage research that has the potential to be scaled commercially, with the aim to accelerate the adoption of new health technologies. Themes include treatments that preserve function and restore quality of life, platforms for early diagnosis; stratified and precision medicine; and integrated and inclusive care through smart health.

### Case Study 4

Elderly Care - prevention

#### Electronic Frailty Index (eFI and eFI+)



- **Award winning, NICE-recommended and nationally implemented innovation developed in partnership with the University of Leeds, Leeds Centre for Personalised Medicine and Health and community health and care partners.**
- Tool to identify patients who may be living with mild, moderate or severe frailty to help them live well for longer (avoid hospitalisation; understanding support needs on leaving hospital).
- Uses 36 signs, symptoms, diseases, disabilities and impairments recorded in GP electronic health records to calculate a frailty score. (eFI+ incorporates additional information on mental health conditions and effects of commonly prescribed medications).

## **vi) Workforce**

The pioneering work of the Leeds Health and Care Academy (LHCA) around models for a more connected workforce is being spread amongst other Integrated Care Systems across the country (for further information on LHCA, see the January 2023 Adults, Health and Active Lifestyles Scrutiny Board papers). The LHCA's 2023 annual report describes their collaborative work on T-Levels, health and social care apprenticeships and integrated workforce planning, supporting strategic discussions on workforce challenges with the West Yorkshire Integrated Care Board, local government and our voluntary sector. Innovation can provide the key to addressing some of the workforce challenges that are now endemic in the health and care system. The LHCA will be essential for embedding an innovation culture within the workforce, not only to adopt new technology, but embrace new ways of working.

## **7. Looking Ahead**

We have an exciting innovation vision for the city, and real progress in moving towards this. However, we know that we still have a way to go to help people who are the poorest improve their health the fastest. There are persistent challenges for our system, driven by:

- Changing needs of our populations, growing health inequalities and evolving care needs
- Resources, workforce capacity and capabilities
- Recovery following Covid (the backlog) and the capacity of our system

Therefore, we need game changing ideas and innovation and this cannot be done in isolation. Part of our role at the LAHP is to help provide the time and space to have a joint debate about what we want to achieve. We are keen to build more mature relationships with partners where innovation and adoption remains fragmented such as social care where a large number of smaller providers deliver care services, and work more closely with the third sector, recognising their significant connections with communities and the amazing impact of their work.

The LAHP's citywide positioning and leadership networks help to identify system-driven health research needs where medical technology innovations will bring the greatest value, particularly to tackle the most pressing challenge of addressing health inequalities.

## a) Multi-Partner Research Opportunities



Innovation demand-signaling is also being driven by multi-partner research opportunities harnessed across Leeds and West Yorkshire through large value funding bids. The LAHP's vantage point not only provides the ability to join the dots around potential opportunities, but also gives wider visibility on what is happening so others can make these connections.

Currently we have around 10 significant multi-partner research and innovation opportunities, each with funding in the range of £1-7m. These include the new National Institute for Health and Care Research (NIHR) Healthtech Research Centres, the Engineering and Physical Science Research Council (EPSRC) Innovation Accelerators, and the UK Research and Innovation (UKRI) Population Health Management Network.

These bids address four broad themes that capitalise on our partners' strengths and expertise and will lead to new opportunities for the city. We are awaiting the outcome of NIHR/EPSRC funding for the development of a Systems Engineering Innovation hub for Multiple Long-term Conditions (SEISMIC). We are expecting a positive outcome and will give a verbal update at the meeting.

## b) Population Health

Understanding the health and care needs of a population is essential to drive development and adoption of innovation to address those needs, and provides the 'pull factor' to signal to innovators how they can best work with the system. The Leeds Health and Care Partnership's (place-based arm of the West Yorkshire Integrated Care System) nine Population Health Boards and two Care Delivery Boards provide a direct route to uncovering the needs of each of the population segments in Leeds, to which innovations can be matched or co-developed.



One exciting opportunity we are working in partnership on is the grant call Systems Engineering Innovation hubs for Multiple long-term Conditions (SEISMIC). We can combine the developments of the Population Health Board with systems engineering capabilities from the University of Leeds. The aim is to support diverse research communities to work with the long term condition (LTC) population health board to improve the real-life experiences of people living with multiple LTCs in Leeds. Ultimately the goal is to inform and design new integrated models of care for the system,



personalised to the needs of people with multiple LTCs. The research grant will provide additional funding, resources and capability directly targeted at improving health and reducing inequalities through new insights.

### **c) Academic Health Science Centre**

Leeds has ambitions to be recognised as an Academic Health Science Centre (AHSC) in the next round of applications (expected in late 2024). Senior leaders from across LCC, the health and care system, three universities and YH AHSN strongly support attaining this kite-mark of international excellence. Plans are underway to build on our fantastic assets in research and innovation, including the LAHP, Biomedical Research Centre, and our pioneering approach to population health, data and community and third-sector engagement. Becoming an AHSC will further enhance how the city works together to achieve our Best City Ambition and showcase Leeds as place of world class research, innovation and technology.

## **Conclusion**

This paper has set out an overview of the health and care innovation ecosystem in Leeds and the power of collaboration in action. The LAHP will continue to take a coordinated approach across the city through our partners to ensure we have a connected, thriving innovation ecosystem. By having citywide and cross sector view, the LAHP ensures that we bring together diverse perspectives around common goals to maximise resources and achieve outcomes that are greater as a result of collaboration. We will build on the momentum generated from the launch of the Innovation Arc to increase collaboration and promote Leeds as a centre of research and innovation.

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