

Health and Social Care Integration Pioneers - Expression of Interest from Leeds

1. Foreword from Councillor Lisa Mulherin, Chair of the Leeds Health & Wellbeing Board

Leeds is a city of innovation, drive and ambition. It has led the Commission on the Future of Local Government. It is a pioneering city with a vision to be the best city in the UK by 2030, which also means being the best city in the UK for health and wellbeing and a Child Friendly City.

Leeds is the third largest city in the UK with a population of around 800,000, expected to rise to 1 million by 2030. It is a modern and diverse city; Black, Asian and Minority Ethnic groups make up almost 18% of the population. 150,000 people live in the most deprived neighbourhoods nationally, with a life expectancy gap of 12.4 years for men and 8.2 years for women. There are 180,000 children and young people, of whom 1367 are currently Looked After Children.

Leeds has a unique health and social care ecosystem and supporting infrastructure, bringing together local and national public, third and private sector leaders and organisations, enabling a coherent strategic voice across Leeds led by the Health & Wellbeing Board. We are committed to working together to spend the 'Leeds pound' wisely on behalf of the people of Leeds, making best use of our collective resources. We already work together to make sure that services are joined up and easier to use. Our Joint Health & Wellbeing Strategy will underpin decisions about spending money and planning services over the next few years to make integrated health and social care the norm in Leeds.

Leeds featured on the national BBC coverage ([Elsie's story](#)) of Norman Lamb's call for integration pioneers in May. Focused on improving quality of care for patients and service users, their carers and families, we are creating a culture of cooperation, co-production and coordination between health, social care, public health, other local services and the third sector. We also recognise the potential presented by new technology and shared information to support integrated working, and to give people with long term conditions the ability to self care. We will capitalise on the city's unique assets to go further and faster on this journey to deliver better outcomes for individuals, families, carers and communities as defined in the [Leeds Joint Health and Wellbeing Strategy](#) and the [Leeds Children and Young People's Plan](#).

Leeds City Council, the three Leeds Clinical Commissioning Groups, Leeds Community Healthcare Trust, Leeds Teaching Hospitals Trust and Leeds and York Partnership Foundation Trust have joined together, supported by local and national third sector partners including Third Sector Leeds and local user groups, to make this application. It is endorsed by the NHS England Director for West Yorkshire as a member of the Leeds Health & Wellbeing Board. A full list of stakeholders is attached at **Appendix 1**. Together we have lots of great ideas – we want the support to do more and do it more quickly.

As a pioneer, quality of experience for the people of Leeds would be at the heart of our approach across three key strands:

- INNOVATE
- COMMISSION
- DELIVER

Our strategic approach is underpinned by the following key principles:

- Embedding our commitment to public involvement right across the system
- Developing a new social contract with the people of Leeds
- Ensuring a digitally enabled and informed population
- Being clear and transparent in our decision making
- Improving health and reducing inequalities across Leeds



2. Our vision for integrated care and support

Our overarching vision is to improve quality of care and outcomes for people with complex needs by overcoming the fragmentation associated with multiple providers. People in Leeds who use care and support, their families and carers have told us they want:

Support that is about me and my life, where services work closer together by sharing trusted information and focussing on prevention to speed up responses, reduce confusion and promote dignity, choice and respect.

In Leeds, we identified that a common narrative would help to create a shared purpose and outcomes for integration in health and social care. Our work to develop 'I statements' and design principles for integration enables us to identify 'how we will know when we get there'. Using the needs and wants of people accessing services and their carers to form the principles behind our definition of integrated care helps us to ensure that we make changes that can improve outcomes and experiences for people accessing services, through keeping the voice of the people of Leeds at the heart of everything we do. A fundamental part of our approach is to involve people in all we do, to the extent that we now have a Leeds Charter for Integration (**Appendix 2**).

We fully support the National Voices definition of integrated care and support:

'I can plan my care with people who work together to understand me and my carer(s), allowing me control, and bringing together services to achieve the outcomes important to me'

It is not surprising to find that our work in Leeds with both adults and children has been incorporated into the National Voices work, enabling us to continue to develop strong 'we statements' that respond to the shared themes.

Our vision for integration, focused on wellbeing, prevention and early intervention, spans the entire health and social care system and age range, from children's through to adult services. This includes integrated services for vulnerable children; and integrated adult neighbourhood health and social care teams focused on GP practice populations, aligned with mental health services in the same neighbourhoods. These teams link to the wealth of third sector organisations and other community assets in these areas (including our unique Neighbourhood Network Schemes), and have a strong interface with acute hospital services. Rather than having a vision focused on structural solutions, our approach is developmental and iterative – focused on finding ways for staff from different organisations and backgrounds to work together with service users, families and carers to find the solutions that best meet their needs and deliver the best experiences, outcomes and use of the collective resource. We will evaluate options for structural solutions as part of our next steps.

We have undertaken a comprehensive [baseline study](#) of staff, service user and carer perceptions, with support from the Social Care Institute for Excellence and the University of Birmingham. This led to the co-production of an outcomes framework populated with a series of statements setting out the improvements we hope to achieve through integration. In assigning metrics to the statements (**Appendix 3**), we have aligned our outcomes framework to the national outcomes frameworks and the [Leeds Joint Health and Wellbeing Strategy](#).

We have also widely involved children and young people, and their responses have informed our Children's Strategy. The Growing Up in Leeds survey draws responses from a large school-age cohort and provides population baseline data across a broad range of issues critical to children's perception of their upbringing in Leeds. Children with a disability in Leeds have said that they want more say over their choice of activity, leisure and short breaks:

- Listen to us and talk to us so we understand
- Make us happy – and help us feel safe when we are having fun
- Help us make choices about what activities we do

3. Strand One – Innovate

The Leeds health and social care ecosystem has developed over the last 12 months to create Leeds Innovation Health Hub (LIHH) with the objective of making **Leeds First for Health and Innovation**. This signals a game changing approach to health and innovation, brought together by Leeds and Partners, and delivers a theme of ‘one voice, one ambition’ for the City. The LIHH executive is made up of all constituent parts of the Leeds health and social care system and includes public, private and third sector organisations, with strong links to the Academic Health Science Network. The LIHH is our approach to delivering improved health outcomes based on the NHS Innovation Health and Wealth strategy to “*translate research into practice and develop and implement integrated healthcare services*”. The LIHH does this by encouraging, enabling, and implementing innovative products and services at scale and at pace.

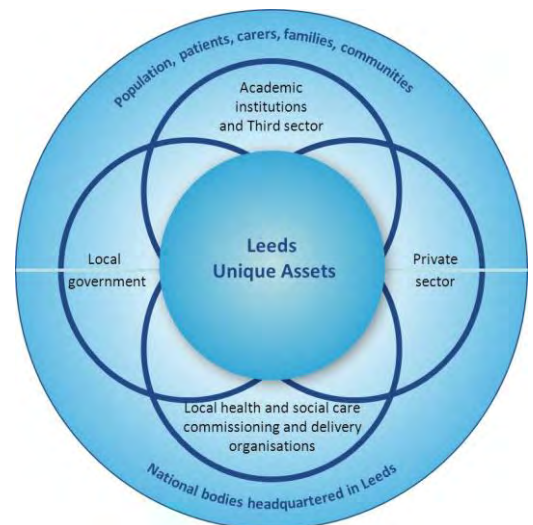
Innovation to underpin high quality experiences

- Encouraging, enabling and implementing innovative products
- Focus on people, processes & technology
- Involving communities and public participation
- Digitally based approach
- Ground breaking work on information governance to support information sharing
- Technology to support patient care and self management

In particular, Leeds is harnessing information and technology as significant catalysts for transformation and integration of care services. We believe that our ‘digitally’ based approach to integrated care will not only deliver improved health outcomes and financial efficiencies but will lead the way to wider integration and transformation of public services as Leeds is on track to become the UK’s first fully digitally enabled city. Furthermore, this approach will not only drive forward innovation for the improvement in quality of health and social care, but really add value to the Leeds economy. Our new ways of working have potential to attract inward investment, not only for Leeds as a city, but for the UK as a whole.

Leeds is a big diverse city and has a number of unique assets that differentiate it from other UK core cities:

- a strong ‘ecosystem’ of collaborating local and national organisations determined to champion an integrated care system focused on prevention, civic enterprise and partnership
- an environment that supports partner organisations to co-produce, develop and deploy innovative care products and services on a large scale – a population of around 800,000, the second largest metropolitan authority in England and one of the largest teaching hospitals in Europe with an annual budget of £1 billion
- ready access to a local network of experts and key enablers - five national NHS bodies based in Leeds, three universities involved in health related teaching, one of the largest bioscience research bases in the UK, and the UK’s second financial services centre.



The city’s whole system integration plans address three constituent parts of people, processes and technology which all need to come together around the needs and wants of people to achieve high quality care, improved health outcomes and operational efficiencies. Accordingly LIHH is embarking on a work programme, embracing community involvement, partnership and co-production, to accelerate and enhance these evidence based themes:

- i. Involving communities and public participation to provide:
 - interaction with my digital care record
 - access to data on the outcomes I should expect
 - patient portals to support self management
 - connections to other people like me and peer support
 - person led innovation and a rights based approach to tackle disabling barriers

- ii. Informatics to enable:
 - new common standards and information governance to allow appropriate sharing of information across all of health, social care and provider organisations, so that people can receive care from the right person, at the right time, in the right place
 - creation of the Leeds Care Record – to become the first major city to deliver an integrated digital care record
 - creation of a city ‘big data’ platform and associated analytical expertise ‘institute’
 - measurement of Real World Outcomes as new interventions are tested and deployed
 - risk stratification and analysis of information to inform potential proactive interventions in people’s care, and to plan services for the population
 - integrated systems and processes across children’s and adults’ services to enhance clinical decision support
 - integration of information from remote monitoring systems as part of telehealth strategy
- iii. Medical technology. Leeds positioning itself at the heart of the largest, most advanced Medical Technology cluster in the UK to:
 - enable the use of new technology (telehealth, telecare, telecoaching) in supporting care
 - develop smart phone software applications, focused on self management
 - support new ways of working with technology for staff to improve efficiency

Leeds will make a strong bid to the recently announced Technology Fund “Safer Wards, Safer Hospitals”. We have already provided a patient-safety ‘vignette’ to support publication of the Technology Fund, based on the recent journey to digitise medical records at the Leeds Teaching Hospital and the planned Leeds Care Record development.

4. Strand Two - Commission

The City Council and NHS organisations in the city spend in excess of £2.5bn on commissioned and provided services for the benefit of the people of Leeds. In establishing the Health and Social Care Transformation Board, leaders in the city recognised the importance of maximising positive outcomes for individuals, introducing the concept of the ‘Leeds £’ and the principle that much more could be delivered by use of that pound collectively. The Transformation Board also recognise that by streamlining and integrating care pathways, and investing in community based preventative and early intervention services, better outcomes could be delivered for people and the increasing pressure and costs of hospital admissions and long term residential care placements could be significantly relieved or deferred.

Improving quality of experience through better Commissioning

- Collective use of ‘Leeds £’
- More early intervention services – less reliance on hospital & long term social care placements
- Predictive & financial modelling techniques
- Third sector commissioning
- Outcomes based approaches
- New funding and contracting models

The achievements to date have been achieved with significant commitment from city leaders, reflected in both the governance arrangements established, and the collective investment and disinvestment of resources across the system, for example:

- Investment of CCGs’ 2% non-recurrent funding in whole systems change and system capacity
- Collaborative approach to the Health Funds for Social Care (£11.9m in 2013/14) and the investment of NHS Reablement funds in the city
- Investment in the development of the Leeds Care Record
- Investment in predictive and financial modelling techniques – Risk Stratification, Care Trak – to ensure the ‘so what’ question can be answered by evidence in terms of outcomes, activity levels and resource impacts
- Joint investment to roll out targeted mental health services in schools (TaMHs) across the city
- Improving the joint commissioning of placements for Looked After Children
- Joint commissioning of a wide range of early intervention and prevention services in the third sector
- Joint commissioning and delivery of a locality based intermediate care facility as a public sector partnership

We firmly believe that to continue to deliver improvements to outcomes for the people of Leeds we require support to overcome national barriers that currently detract from achieving local improvements. Our preferred model would be to develop solutions through the auspices of a public sector partnership within the city. An innovative approach to commissioning will support Leeds to be the best it can be for Health and Social Care - including the following key features:

- Fully embedded shared vision for health and social care across Leeds, and common shared values hard wired within each organisation in the city
- Planning of services based on understanding of population need and the evidence base
- A new social contract with the people of Leeds based around Restorative Practice, a problem solving approach characterised by working with people, not doing things to them or for them
- Greater organisational integration where this supports improved outcomes and/or release of resources through efficiencies
- Mutual understanding of commissioner and provider financial plans across health and social care to support joined up investment and dis-investment decisions, better cost anticipation and predictive modelling capability, and new operating and contracting models that support integrated working and deliver significant financial benefits e.g. risk based contracting
- More use of pooled budgets, building on our current joint commissioning arrangements
- Sustained investment strategies focusing on prevention and early intervention
- Significant investment in community based services that support people to live safely and independently - through disinvestment of resources associated with appropriate reductions in hospital admissions, hospital bed days and long term residential placements
- Ability to evidence whole system value for money from all interventions
- All decisions on allocations of funding based upon outcomes for individuals not contractual obligations, and any adverse impacts upon organisational bottom lines addressed through pre-agreed risk and reward mechanisms
- Increased customer satisfaction resulting from fewer professionals delivering care to one individual, seamless pathways of care, relevant information via a shared care record
- Empowered individuals, and where relevant their carers, able to easily access health and social care support in managing their own conditions and needs individually and collectively
- Culture change to enable services to be delivered by a multi-skilled flexible workforce

The Directors of Finance Group (health and social care commissioners and providers) has already embarked on a citywide exercise to determine for the health and social care economy in Leeds:

- What is the total funding available? (The Leeds £ quantum)
- Where it is spent? Who is spending it? And what is it spent on?
- What outcomes is it currently achieving?
- What are the rules and regulations currently governing how it must be spent?

This will establish a baseline for both total spend and expenditure in relation to integrated services, enabling accurate extrapolation of the impact upon both the funding and outcomes of proposed changed ways of working. We have built upon the development of predictive models through Risk Stratification and the Year of Care Tariff, and have developed a unique and innovative capability through the application of a Care Trak solution to draw together and analyse integrated health and social care data, providing valuable baseline data and the ability to measure quantitative impacts resulting from early integration initiatives (**Appendix 4**). This system will enhance our capability to make evidence based whole system decisions on where to prioritise future activity and spending.

5. Strand Three - Deliver

Focused on improving experience and outcomes for the individual, all parts of the Leeds system are already taking collective action to make a real and sustainable change to how health and social care is provided. We have made significant progress already on delivering integrated health and social care services for both children and adults, focused on people's holistic needs and on giving people greater choice and control. Our work has focused initially on older people, those with long term conditions, vulnerable children and families in order to create a system that is focused on the needs of people regardless of their age. We have

found that the main themes are remarkably similar whatever services and user groups are involved. Work done to develop the detail of new delivery models has been specifically focused to children's, young people's and adults' services as described below:

Children and Young People

We place children at the heart of everything we do to ensure that Leeds becomes a Child Friendly City. Our ambitious Children and Young People Plan informs our drive for integration. In just three years numbers of children with a need to be in care have reduced by 4%, children absent from school have reduced by 1.4% (primary) and 2.9% (secondary) and the numbers of young people who are NEET have reduced by 30%. We also have secured the overarching principle of working restoratively with children and families (not to or for them but with a high challenge, high support approach) through a whole workforce training strategy.

Improving quality of experience through improved Delivery

- Person centred care, including carers and families
- Seamless working between all components of health and social care system
- Information sharing with due regard for governance
- Transforming the workforce
- Reducing duplication
- Culture change and organisational development
- Supported self management
- Proactive identification of caseloads

In two years Leeds has delivered a transformational programme to integrate health visiting and children's centres into a new Early Start Service across 25 local teams in the city. Children and families now experience one service, supporting their health, social care and early educational needs. This service champions the importance of early intervention and giving every child, in every community, the best start in life (**Appendix 5**). The focus has been on the needs of the child and family and activities to support these rather than traditional professional silos. The approach has been integral to Leeds' status as a first wave Early Implementer Site for "Health Visiting: A Call to Action".

This integration from birth sets in place the momentum and expectation of joined up services over every lifetime. We provide the simplicity of a single 'front door' for parents and intend to expand this model further to encompass all vulnerable children across the city, particularly for those with complex needs (health, educational and social) and those at risk of becoming looked after. We also work with colleagues in healthy living and adult services to influence the commissioning of services that support parents with mental health problems or who abuse drugs and/or alcohol. Every opportunity will be taken to eliminate the need for children to have to negotiate numerous gateways into services, or to enter hospital, or indeed care where effective wrap around services could prevent this need.

The strong evidence base for early prevention and intervention in the Allen Review (2011) underpins the Early Start Service, Family Nurse Partnership and our recently jointly commissioned Infant Mental Health Service (**Appendix 6**). We will embed and expand the Early Start offer to further support vulnerable groups, ensuring specialist health and social care services wrap around the needs of the child and family.

We will maximise opportunities for children to remain outside care; integral to this is our strategy to support informal and formal kinship care arrangements wherever possible. This will be based around a whole partnership engagement with a Family Group Conferencing model as the preferred route to restorative conversations with families.

We also aim to transform current Special Educational Needs (SEN) pathways to a single integrated process from maternity, neonatal services through to Early Start and the specialist multi-agency services that support vulnerable children. We will support families as they come to terms with their child having a disability. This will build upon current Early Support practice by Specialist Health Visitors and the Early Start Service. We will integrate broader specialist services with this model to enable the single Education, Health and Care Plan as defined by the Children and Families Act (2013).

Adults

Our progress over the last 18 months is well documented through our [video](#) 'Working together to improve Health and Social Care in Leeds'. Our evidence based approach is focused on seeing the whole person, with an emphasis on improving their experiences and outcomes, and supporting people to remain independent, living in their own homes for longer - involving the following dimensions:

- Predictive modelling to identify people who are likely to need care and support in the future

- Empowering people to self care - recognising the wealth of local community providers that support people and their carers.
- Integrating primary care with community services
- Integrating community health services with hospital services
- Integrating physical and mental health services
- Integrating health and social care

The [Health Outcomes Benchmarking Pack for Leeds](#) highlights avoidable emergency admissions, readmissions and differences in life expectancy as areas we need to improve on, all of which relate directly to the opportunities offered by integrated health and social care services. Twelve co-located integrated health and social care neighbourhood teams across the city now coordinate care and support around the needs of older people and those with long term conditions. Focused on clusters of GP practices and their registered populations, teams work together with primary care, using outputs from risk stratification to provide an opportunity for proactive input to prevent ill health and deterioration of health. Core teams, with practitioners becoming more generic and therefore more able to focus on the whole person, draw on specialist support when required, and are also supported by consultant input from geriatricians and Long Term Conditions consultants providing expert advice and back-up, community based medical assessment and support for community based beds. As the building blocks of our adult integration delivery model (**Appendix 7**), the neighbourhoods provide an opportunity to build relationships with third sector providers and other community assets to ensure appropriate care and support and effective resource utilisation that crosses organisational boundaries and further enhances integrated working. Work at the secondary care interface aims to improve communication between hospitals and neighbourhood teams to prevent inappropriate admissions and reduce lengths of stay.

Recognising that most older people with dementia also have physical health problems for which admission to hospital is not uncommon, we are looking at opportunities to develop the interface between community mental health teams and the neighbourhood integrated teams - upskilling generic staff to manage mental health as well as physical health needs; realigning existing primary and secondary mental health services to fit better with the integrated neighbourhood teams; and identifying where there are gaps and considering options to close them. Older people and adult mental health teams have already been integrated and, at the same time, social workers have been integrated into community mental health teams.

Our new fully integrated health and social care community bed unit helps to prevent hospital admission and facilitate earlier hospital discharge, supporting people through an intensive period of recovery, reablement and rehabilitation. Jointly commissioned by the CCGs and Adult Social Care, this service is provided as an integrated approach between Leeds Community Healthcare and Adult Social Care, enabling seamless care pathways with the neighbourhood integrated teams. In its first month of operation, it is already showing a 50% reduction in length of stay compared with our previous model for community beds.

We have dynamic primary care providers in the city who recognise the fundamental changes that need to occur in the provision of their services in order to meet the needs of their patients, and there is an active debate about how this might happen. We are supportive of those practices that may come together as federations and the central role they wish to play in integrated community care.

Leeds has a strong commitment to putting the individual at the centre of the health and social care system, working with the strengths of people and communities to foster resilience, reciprocity and support self care. This work has been progressed over the last two years with support from the NESTA People Powered Health Programme, ensuring that the three prerequisites of a) an empowered individual, b) a skilled health and social care workforce committed to partnership working and c) an organisational system that is responsive to people's needs and considers the whole person, are at the heart of our strategy. So far we have:

- Commissioned consultation skills training for front line staff based on the nationally recognised approach 'Making Every Contact Count'
- Strengthened relationships with community provider organisations in the neighbourhoods – community asset mapping (building on the success of the Leeds Directory); close working with Neighbourhood Networks; joint working with Age UK who have secured funding to work with up to

30 GP practices in the most deprived areas of the city to ensure the most vulnerable older people have a support plan that meets all of their needs

- Developed community brokerage – Local Links – involving Neighbourhood Networks supporting people to plan their own personalised care linked to increased social capital
- Recognised the crucial role of carers in supporting people with health problems, and the support that carers themselves need to continue caring
- Focused on Making it Real – our first priority being ‘having the information when I need it’

6. Stakeholder commitment

We see the delivery of integrated health and social care as a whole Leeds commitment, signed up to by all stakeholders – people who use services, carers, health and social care commissioners and providers, third sector, public health and wider council. This application confirms our direction of travel and is consistent with our shared desire to be the best city for health and wellbeing.

We have a strong Health & Wellbeing Board (comprising of representatives from the three CCGs, local authority, NHS England, the Third Sector in Leeds and Healthwatch Leeds), fully committed to and already delivering on its duty to promote integration and partnership working between the NHS, social care, public health and other local services. Through its shadow phase over the last eighteen months, the Health & Wellbeing Board has been involved from the beginning of our journey to integration; shaping direction and the stakeholder engagement process. For the last two years, leaders across the health and social care system have worked together as a Transformation Programme Board, with clinical leadership, to drive forward an ambitious programme of change in the city, including the development of innovative models of integrated care and support. The Children’s Trust Board oversees transformation in children’s services. As part of Leeds’ commitment to making joined up commissioning decisions, the Integrated Commissioning Executive, comprising of representatives from the Local Authority, CCGs and NHS England, is fully signed up to this agenda.

At a strategic level, the third sector is represented on the Health & Wellbeing Board and the Transformation Programme Board, and is committed to the integration agenda. We also work directly with third sector providers and via their infrastructure organisations, to ensure the best possible outcomes through meaningful and effective partnership working.

Our Charter for Involvement in Integration and our Disabled Children’s Charter, both co-produced with people who access services and their carers, include a clear expectation that the views of people who use services will be integral to the reshaping of those services, and we are committed to providing feedback on how those views have been incorporated into our plans. Staff groups across health and social care have also been involved from the beginning in the development and implementation of our plans for integrated services.

7. Capability and expertise to deliver at scale and pace

We have already achieved a lot in Leeds – across both children’s and adults’ services – in a relatively short time, which demonstrates the vision, commitment and expertise that we have here. The progress we have made in the last two years is demonstration of our ability to deliver, and we will harness that to take our achievements to the next level. We are already attracting many requests for visits from around the country, and our progress has been recognised by key national figures - Sir John Oldham, Norman Lamb, Louise Casey and others – who have visited Leeds. As a city, our Chief Executive is a leading voice in developing local government to be fit for the future, and we have the highest calibre of people from the Information Centre, academia and clinical leadership supporting our approach, with many of our local leaders having national profiles in their own professions. Through our Transformation Programme, we have committed significant resources and change management expertise to support our work to make integrated services a reality. The strong local leadership and governance structures described elsewhere in this document will underpin our continued ability to deliver at scale and pace.

We recognise that there are a number of barriers that have the potential to reduce the pace of integration if they are not handled properly, so we are already tackling them head-on, for example:

- **Culture change** – bringing together different organisational cultures requires organisational development to sustain and embed new ways of working. We have invested in development of our new teams, and a willingness to create time and space for staff from different organisations to understand one another’s roles, align goals and work together. We have invested in defining the integrated workforce of the future – the move to a more generic workforce; shift from expert model to truly person/family centred/led; putting people in control of their own care – and really embedding the principle of ‘no decision about me without me’. We will work with the Local Education and Training Board and Health Education England to ensure that new workforce requirements are identified and acted upon.
- **Information sharing/governance** – sharing information appropriately to support better coordinated care and support. We welcome the recent Dame Fiona Caldicott review findings that will make the sharing of information for direct care purposes much more straightforward. To support this, the NHS number is now being used as the unique identifier across health and social care in Leeds, with 88% of adult social care records now having NHS numbers. Adult Social Care has also achieved ‘level 2’ in the NHS Information Governance Toolkit, thus providing the necessary assurances required to underpin the sharing of direct care information. Our work on information governance, consent and data sharing agreements ensures that we adhere to the principles of the recent Caldicott Report and NHS constitution on data sharing. Leeds is embarking on an ambitious project, funded nationally, with support from local public services across England, Health and the Cabinet Office, to fast-track the development of a new integrated Public Services Information Governance Toolkit to provide a new approach and wider framework to the convergence of the plethora of Information Assurance regimes across Government. When delivered, this common approach will save the public sector millions of pounds whilst providing appropriate and proportionate information assurance arrangements. The development of Leeds Care Record will enable the relevant information to be available wherever someone presents in the system.
- **Estates** – co-location of staff from different organisations is critical to the development of integrated services. We have taken a pragmatic approach so far in Leeds, and used existing NHS, school and community estate to bring our neighbourhood teams together. However we know that, in some cases, this is not a sustainable solution and we need to take a new look at how we use our estates, supported by new technologies, to support integration. The Transformation Programme Board has committed to the development of a citywide estates strategy to support integration.

8. Commitment to sharing lessons

Leeds has an excellent record of sharing learning and innovation. We have already showcased our work on integration and shared our learning with visitors from across the UK; as part of the Yorkshire & Humber LTC Commissioning Development Programme; as a pilot site for the NESTA People Powered Health Project; and as an Early Implementer site for the Long Term Conditions Year of Care Tariff Project. Leeds also has a profile for innovation and integration in children’s services. Leeds was a first wave Early Implementer Site for the Chief Nursing Officer’s ‘Call to Action for Health Visiting’; we delivered the new national model through the integrated Early Start service and have shared our approach at numerous regional, and national events, which included a presentation to the National Health Visiting Taskforce. As a pioneer site, we will work with Central Government to continue to publish and share our approach to integration as we go along, open our outcomes to others, and host an annual national conference in Leeds.

9. Robust understanding of the evidence

As well as drawing on national (particularly the recent [King’s Fund](#) and [Nuffield](#) papers) and international evidence, Leeds has also already invested significantly in creating evidence for integration. We understand the need to measure our success, and we can already demonstrate an impact at an individual, staff and system level. Case studies provide evidence of qualitative impact for service users who say that: “A more integrated approach is making a big difference” (**Appendix 8**), and staff who say that: “if we hadn’t worked together, [people we look after] would be in residential care by now” (**Appendix 9**). Our unique integrated dashboard and Care Trak information provide the quantitative baseline and ability to track our quantitative metrics (**Appendix 10**). Whilst it is early days, we are already seeing reductions in hospital lengths of stay and long term care placement bed weeks. Leeds saw a reduction of 3.2% in bed weeks in care homes for

older people in 2011/12, and a further 1% in 2012/13 – suggesting that people in Leeds with complex needs are increasingly being supported to live at home successfully.

The University of Leeds is supporting us to develop a sustainable approach to evaluation, based on the outcomes framework mentioned earlier in this document. Our evaluation includes qualitative, quantitative and health inequalities dimensions - including an innovative approach to evaluation of service user experience, using the third sector to train researchers who will then conduct interviews with service users and carers. Our bespoke informatics solutions underpinning the quantitative evaluation include longitudinal studies of individuals receiving more coordinated care and support through our integrated approach.

Professor David Thorpe (Lancaster University) is supporting evaluation of how an integrated 'front door' to children's social care better targets and manages demands for social care assessment. Nina Biehal and Professor Mike Steen are supporting improvements in how outcome based care planning improves joint outcomes for looked after children. We have also developed a joint performance dashboard to underpin children's integration in our Early Start service, providing a single view of Healthy Child Programme delivery, safeguarding needs and demands, performance and public health outcomes performance – all at citywide and team level (**Appendix 11**).

As a pioneer site, we will share the work we have done already on evaluation and the development of measures, and work with national partners in co-producing, testing and refining new measurements of people's experience of integrated care and support, and participating in a systematic evaluation of progress and impact over time.

10. Conclusion

As a city that is first for health innovation, Leeds welcomes the opportunity to be recognised as an integrated health and social care pioneer, through which we believe we can push further and faster on all three themes of our strategic approach to integration. To that end, we would welcome national expertise to provide additional support in the following areas:

INNOVATE - support the development of new solutions and approaches, by:

- supporting the developing open standards and open source systems and a uniform information governance model to support integrated working across multiple commissioners and providers
- providing a quick route of access to sound out ideas, giving permission to push the boundaries, and supporting us to take managed risks

COMMISSION - support to create new care and funding models, by:

- better understanding and interpretation of data, health economics and redesign of payment systems
- working with us to pilot new person centred care models e.g. procurement and contracting arrangements, annualised decision making, tariffs, rates of return
- using primary and community services in our city as a test bed to help shape the primary care contract to support integration

DELIVER - support to build on our existing successes, by:

- promoting good local practice across the whole system
- working with us to shape organisational design, workforce design, integrated workforce strategy and mapping both current and future workforce education and training needs
- developing templates and approaches that will be shared and applied nationally
- clearly communicating to the people of Leeds what we want to achieve together, why it is relevant, and - most importantly - how it will improve quality of care.

We are committed to sharing the good work we have already done in Leeds. With national support we believe we could accelerate what we are doing – for replication and adaptation across the country to deliver better outcomes through integrated health and social care on a national and international scale. We look forward to the opportunity to make a real and positive difference to lives in Leeds and beyond.