



**Report of:** Chief Officer Health Partnerships Team

**Report to:** Leeds Health and Wellbeing Board

**Date:** 19 February 2018

**Subject:** Leeds Academic Health Partnerships Strategic Framework

Are specific geographical areas affected? If relevant, name(s) of area(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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? If relevant, access to information procedure rule number: Appendix number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## Summary of main issues

1. In February 2018 Leeds and Health and Wellbeing Board considered a report and a series of presentations on Reducing Health Inequalities through Innovation and System Change. The Report included a description of an emerging programme of active projects led by the Leeds Academic Health Partnership (LAHP) to deliver better health outcomes reduced health inequality and more jobs together with the stimulation of investment in health and social care. The Board indicated that it wished to receive future progress reports as and when appropriate.
2. The Leeds Academic Health Partnership has since February 2017 made good progress to develop a clear strategic framework of priorities to guide the selection of projects to be selected in its programme of work. These closely align with the Council's Vision for Leeds to be the best city in the UK, and one that is compassionate with a strong economy, which tackles poverty and reduces the inequalities that still exist. The Strategic Framework also specifically aligns to priorities identified in the Leeds Health and Wellbeing Strategy, the Leeds Health and Care Plan, Leeds Inclusive Growth Strategy.
3. A key aim of the Strategic Framework is to support the delivery of each partners' own (and shared) strategies and priorities and help to simplify, not add to, complexity. It has therefore been produced in a power point format attached rather than in a traditional report format. This will make it easier for partners for reference purposes and help them assimilate commitments into their longer term planning and support for education,

innovation and research in Health and Care. It's launched in the context of ongoing progress to deliver projects with the potential to bring significant benefits to our local health and care system. This report includes a brief summary of the main areas of progress.

## **Recommendations**

The Health and Wellbeing Board is asked to:

1. Note the Strategic Framework priorities and progress made by the Leeds Academic Health Partnership and its programme to deliver better health outcomes, reduced health inequality and more jobs and stimulate investment in health and social care within the City's Health and Wellbeing Strategy.
2. Note that the Chief Officer, Health Partnerships Team will be responsible for overseeing implementation by the LAHP of its programme.

## 1 Purpose of this report

- 1.1 This report provides an update on the progress made by the Leeds Academic Health Partnership to establish a Strategic Framework of priorities and summary of its programme of active projects to deliver these. It acknowledges the role of the Leeds Academic Health Partnership in a wider strategic context of the Council's Corporate Plan priorities to create a strong economy and compassionate city and to align with the Leeds Health and Well Being Strategy, Leeds Health and Care Plan and Leeds Inclusive Growth Strategy

## 2 Background information

- 2.1 The Leeds Academic Health Partnership was launched in November 2015. Its purpose is to engage the educational and research capabilities of our universities with the health and care system and thus accelerate the adoption of research and new approaches to improve service outcomes, reduce inequalities and create investment and jobs. The LAHP Board consists of: Leeds City Council; the Leeds Teaching Hospital NHS Trust; Leeds and York Partnership NHS Foundation Trust; Leeds Community Healthcare; the city's three Clinical Commissioning Groups; and three universities (University of Leeds, Leeds Trinity and Leeds Beckett). It made provision for associate membership for The Yorkshire and Humber Academic Health Science Network and subsequently for Leeds City College and St Gemma's as affiliate members. It is currently chaired by Sir Alan Langlands, Vice-Chancellor of the University of Leeds and supported by a small team including time from Council Officers.
- 2.2 In February 2017 Leeds Health and Wellbeing Board received a report and presentation on the emerging programme of active projects led by the Leeds Academic Health Partnership (LAHP) to deliver better health outcomes reduced health inequality and more jobs together with the stimulation of investment in health and social care. These included initiatives to establish an Academy for Health and Social Care, opportunities to improve evaluation of innovation and the establishment of the new Centre for Personalised Medicine and Health. The Board requested that further reports detailing the LAHP's progress be submitted to future meetings. The Board indicated that it wished to receive future progress reports as and when appropriate

## 3 Main issues

- 3.1 **Strategic Priorities for the LAHP:** The second year of the LAHP's programme has focussed on developing a clear strategic framework of priorities to guide the selection of projects to be selected in its programme of work. The framework has been developed in the context of partnership working and its aims reflect a partnership ethos including;
- The Supporting of the delivery of partners' own (and shared) strategies and plans –helping to simplify, not add to, complexity of working across boundaries.

- Reflecting the breadth of the partnership, for example: physical and mental health; care provided in and out of hospital; health and social care; discovery science to applied health research
- Building the reputation of and adding value to all partner organisations and the city across the totality of the work programmes.
- Building on and bringing together existing strengths across the city and also develop areas of new capability

3.2 The Strategic Framework has therefore been produced in a power point format (attached) rather than in a traditional report format. This will make it easier for partners for reference purposes and help them assimilate commitments into their longer term planning and support for strengthen education, innovation and research in Health and Care. It's launched in the context of ongoing progress to deliver projects with the potential to bring significant benefits to our local health and care system.

3.3 The key priorities identified in the Strategic Document have been developed through consultation with each of the LAHP Board Members who in turn have sought to reflect their engagement in wider network of boards including the Leeds Health and Well Being Board and the Leeds Health and Care Plan Development Group. The priorities and enablers are therefore clearly aligned with the Leeds Health and Well Being Strategy and Leeds Health and Care Plan in addition to the Inclusive Growth Strategy and Leeds Skills and Talent Plan and are summarised in the table below

<b>A Good Start in Life</b>
(1) Obesity
(2) Mental health
<b>Living Well</b>
(3) The cardio-metabolic human
(4) Co-morbid physical and mental health
<b>Health Ageing</b>
(5) Frailty
(6) End of life

3.4 In selecting the six core programmes the LAHP Board took into account both opportunity and stated needs of the wider Health and Care System. in this respect;

- All six can be seen through a lens of prevention and/or self-care;
- There is already a successful research base in most of the six areas, but room to develop and grow through collaboration and interdisciplinarity both across and within the universities
- All six have the potential to impact positively on citizens and the sustainability of the health and care system

- All six are nationally and internationally relevant as well as being important for Leeds, offering significant education and research opportunities
- All six have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity)
- Clinical senate discussions about winter pressures/managing demand have focussed heavily on behaviour change and frailty/end of life care. The LAHP will have a key role in continuing to develop and deepen these relationships and to attract other innovators and investors into the City. =

3.5 **Supporting Infrastructure; The Enablers.** The LAHP will focus effort on supporting the success of these programmes and will do so by ensuring that a supporting infrastructure is in place to ensure their delivery. The aim is to be bid-ready and to proactively influence funding decisions in these areas. This infrastructure comprises 4 enablers as indicated in the table below;

<b>One Workforce</b>	Leeds Health and Social Care Academy
<b>Information and Technology</b>	A Learning Healthcare System
<b>Personalisation</b>	Leeds Centre for Personalised Medicine
<b>A Culture of Health and Care Innovation</b>	Health Innovate Leeds

3.6 **Summary of progress on the Enablers:** Good Progress has been made to establish and deliver each of these enabling projects as indicated below.

3.7 **One Workforce;** The Leeds Health and Social Care Academy. The city has a clear strategy to build “one workforce for Leeds”, where people employed in health and care can move freely across the boundaries of organisations so that the public and patients experience seamless health and care services, sometimes, referred to as “integrated care”. The LAHP has initiated this project to develop a seamless and sustainable workforce, organised around the public and patients enabled and supported by the (proposed) development of a Leeds Health and Social Care Academy.

3.8 The Leeds Health and Care Academy (the ‘Academy’) project transition team was established on the 1 October 2017, and is hosted by Leeds Teaching Hospitals NHS Trust. A project board is being established. A wider project stakeholder group is also being formed to ensure engagement and alignment with the wider health and care system, the membership of which is currently being confirmed. The planning and implementation stage is expected to take up to twelve months. The initial ‘go live’ date for the Academy is April 2018. A second phase of activity will be launched in September 2018, when significant learning and development activities will be delivered through the Academy.

3.9 **Information and Technology; A Learning Health care System;** The LAHP is helping to co-ordinate plans for a bid by Partners in the City to respond to a call for Expressions of Interest expected (in early March) from NHS England and Office of Life Sciences for Local Integrated Care Exemplars (LICRE) and Digital

Innovation Hubs (DIH). The call (with an expected value of up to £7m for each LICRE ) seeks to significantly improve the digital infrastructure required to establish a local learning health and care systems based on the capturing of data for research to drive service improvement. Exemplars will be required to demonstrate how information can be shared between professionals and citizens at the point of care and to enable patients to be active participants in their own records.

- 3.10 **Personalisation;** The Leeds Centre for Personalised Medicine and Health (LCMPH): Personalised Medicine and Health is the process by which the decisions made about health and care by patients and the public, supported by clinicians, are enriched and improved by the availability of the best possible information, technology and evidence. The centre builds on the University of Leeds strengths in Precision Medicine and includes expertise in relation to cancer, muscular skeletal conditions, and medical devices and digital health.
- 3.11 Funding for the first phase (early health economic modelling) of the Prolaris project has been secured. The work will assess the cost-effectiveness of the Prolaris prostate cancer stratification test within the healthcare system, and will be led by Leeds Teaching Hospitals NHS Trust.
- 3.12 The LCPMH and SomaLogic have agreed to establish a pilot project within Leeds to develop and evaluate their SomaScan Health Insight technology. The proposed first project of the test-bed will focus around the prevention of Type II diabetes in at risk populations. An initial pilot will recruit around 100 patients in the second half of 2018, as preparation for a larger pilot to determine the population health impact in the greater Leeds patient population
- 3.13 **A Culture of Health and Care Innovation. Health Innovation Leeds:** The Report to Executive Board in July referred to plans to draw inward investment into Leeds and generate wealth for the city. The LAHP is developing a new service to promote Leeds as a centre for innovation, attract and then navigate innovators to a number of areas where we know the city has excellent strengths and capabilities and to work with the local health and care system to create a receptive culture and processes supporting innovation.
- 3.14 The Health Innovation Quarter service will build on wider investment in the proposed Innovation Quarter and help develop the capabilities outlined in the Science and Innovation Audit for Medical Technologies completed for the Department of Business, Energy and Industrial Strategy (BEIS), to highlight investment opportunities for the sector.
- 3.15 The Audit led by the University of Leeds was published at the end of September, to much acclaim, and maps the key assets hosted in Leeds City Region. It also notes that £350 m has been invested in developing the sector and in securing the position of Leeds as its leading centre in the UK and recommends that a further £250 m should be invested to enable it to exploit opportunities in the global health market. This has been influential in helping to shaping the subsequent announcement of a life Sciences Sector Deal.

3.16 This is intended to give the life sciences sector and government an agreed set of strategic goals that will ensure the UK builds on its exceptional reputation for science and research, genomics and clinical trials. Leeds features in several places in the published document which includes references to the Innovation Quarter, Nexus, a £40m Innovation Centre driven by the University of Leeds, which will actively incubate and grow start-ups, and the Leeds Health and Social Care Academy providing joined-up training and development for the 57,000 people who work in the health and care sector across the City of Leeds. The benefits for Leeds, like the other centres identified in the UK, will be breakthrough treatments, innovative medical research and technologies, and creation of high skilled jobs and investment

## **4 Health and Wellbeing Board governance**

### **4.1 Consultation, engagement and hearing citizen voice**

4.1.1 This report includes priorities based on meetings and decisions approved with all member partners represented on the LAHP Board including the City Council, local NHS organisations and all three Universities. The report therefore reflects the consultation arrangements incorporated in the advice and input provided by partners represented on the Board. For example the Leeds Health and Wellbeing Strategies and Inclusive Growth Strategies have included extensive local consultation during their development. The alignment of the strategic framework with both of these strategies takes into account the results of these consultations

### **4.2 Equality and diversity / cohesion and integration**

4.2.1 The Strategic Framework seeks to prioritise projects to deliver the stated key outcomes of quality and efficiency, economic growth and inequalities as previously approved by the Council's Executive Board. The slides include a statement that the six core collaborative work programmes were selected on the basis that 'All six have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity'. The framework is closely aligned the Leeds Health and Wellbeing Strategy with its commitment, 'where people who are the poorest improve their health the fastest'

### **4.3 Resources and value for money**

4.3.1 The LAHP has total annual running costs of £683,000 covering staffing and seed funding for its programme of projects. This resource will be used to lever other flows of inward investment into the city health and care system as indicated in paragraphs 3.9 and 3.16.

### **4.4 Legal Implications, access to information and call In**

4.4.1 This proposal is based on establishing a partnership which will be initially based on an informal partnership structure and without significant legal implications at this stage

### **4.5 Risk management**

- 4.5.1 This report provides an update as requested previously by the Health and Well Being Board and does not require a decision. There are therefore no specific risks arising from this report. An active partnership seeking to promote investment in leading edge innovation in individual projects will require its own system of risk management. These are incorporated in the project management arrangements deployed by the LAHP

## **5 Conclusions**

- 5.1 The Leeds Academic Health Partnership continues to make good progress to develop its strategic framework and supporting programme to deliver better health outcomes; reduced health inequality and inclusive growth. Moreover this progress is feeding through to create national profile for the city and influence key policy and investment planning by the government as exemplified by the recently published Industrial Strategy Life Sciences Sector Deal.

## **6 Recommendations**

The Health and Wellbeing Board is asked to:

1. Note the Strategic Framework priorities and progress made by the Leeds Academic Health Partnership and its programme to deliver better health outcomes, reduced health inequality and more jobs and stimulate investment in health and social care within the City's Health and Wellbeing Strategy.
2. Note that the Chief Officer, Health Partnerships Team will be responsible for overseeing implementation by the LAHP of its programme.

## **7 Background documents**

- 7.1 February 2018 Leeds and Health and Wellbeing Board Report: Reducing Health Inequalities through Innovation and System Change

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## Implementing the Leeds Health and Wellbeing Strategy 2016-21

### How does this help reduce health inequalities in Leeds?

The LAHP and its strategic framework will make data analysis, technology and research expertise from our Universities available for better targeting and prioritisation of resources to ensure the Leeds Health and Wellbeing Strategic aim of supporting people who are the poorest improve their health the fastest. For example, The LAHP has been developing projects for better screening of lung cancer with Yorkshire Cancer Research and also Prostate Cancer with Myriad. Both conditions disproportionately affect the poorest sections of our society

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

The LAHP is working to bring additional investment into health (through more successful Bids) quicker application of innovation to improve quality and cost effectiveness through accelerated trials and evaluation in the six core collaborative programmes and 4 enabling infrastructure projects. This will be holistic and encompasses physical and mental health; care provided in and out of hospital; health and social care

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

Quicker evaluation and better profile will support the City's aim to win and attract more bids and investment. Its projects may also support the reduction of costs

### Future challenges or opportunities

These are summarised in the slides attached. The Health and Care System is complex and has many current pressures which could distract from longer term opportunities and opportunities associated with a changing population and technology. It is essential that the LAHP Board remains closely aligned with the Health and Wellbeing Board in ensuring the optimum balance between short and longer term needs of the Health and Care system are addressed.

### Priorities of the Leeds Health and Wellbeing Strategy 2016-21

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	
Housing and the environment enable all people of Leeds to be healthy	
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	
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	

# Strategy: 2017 to 2021

Board Meeting: 9 November 2017

Innovation through collaboration

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# LEEDS



Leeds Academic Health  
PARTNERSHIP

## STRONG ECONOMY IN A COMPASSIONATE CITY

**3<sup>rd</sup>** largest city in the UK<sup>1</sup>



home to **3 million** people in Leeds City Region

Generating a **£64.6bn** economic output<sup>3</sup>



Part of **15 million** people in the Northern Powerhouse

Leeds is the **fastest growing city** in the UK



we speak **170** languages



**Best big city** in England for standard of life<sup>2</sup>



**Largest city region economy** outside of London<sup>5</sup>



## A LEARNING CITY

**3** universities



Totalling over **62,000** students



Including the 2017 **University of the Year**



## LEADING IN INNOVATION

Home to **160** Med-tech & health informatics companies



**Largest concentration of health informaticians** in the UK<sup>5</sup>



## SIMPLE AND STRONG HEALTH AND CARE SECTOR

**£1.8bn** annual Leeds spend on health and care

**Single** commissioning voice



**57,000** people employed across health & care



**3** NHS Trusts including one of the **largest teaching hospitals** in Europe<sup>3</sup>



Leeds City Council: 2016 **Local Authority of the Year**



**Leeds Care Record** Connects the data from **half a million** patient records



Leeds has **22%** of all digital health jobs in England<sup>4</sup>





# LAHP Members

## Partners



Leeds Trinity  
University



LEEDS  
BECKETT  
UNIVERSITY



UNIVERSITY OF LEEDS



The Leeds  
Teaching Hospitals  
NHS Trust



Leeds and York Partnership  
NHS Foundation Trust



Leeds Community  
Healthcare  
NHS Trust



Leeds  
CITY COUNCIL



Leeds Clinical Commissioning  
Groups Partnership

## Associates



YORKSHIRE & HUMBER  
ACADEMIC HEALTH SCIENCE NETWORK

## Affiliates



Leeds City College



St. Gemma's  
Hospice  
Always caring



yorkshire cancer  
research



## LAHP Purpose

*"To improve the health and well-being of the people of Leeds by engaging academic capabilities in education and research with the health and social care system across the city in order to speed up the adoption of research and innovation; creating inward investment, and raising the national and international profile and reputation of the city and LAHP member organisations."*

Or, put simply:

**Innovation through  
Collaboration**





## Strategy Aims



Support the delivery of the partners' own (and shared) strategies and plans – help to simplify, not add to, complexity.



Build the reputation of and add value to all partner organisations and the city across the totality of the work programmes.



Reflect the breadth of the partnership, for example: physical *and* mental health; care provided in *and* out of hospital; health *and* social care; discovery science to applied health research



Build on and bring together existing strengths across the city and also develop areas of new capability



# Leeds Health and Wellbeing Strategy 2016-2021

We have a bold ambition:  
**‘Leeds will be the best city for health and wellbeing’**

And a clear vision:  
**‘Leeds will be a healthy and caring city for all ages, where people who are the poorest improve their health the fastest’**



## 5 Outcomes:

1. People will live longer and have healthier lives
2. People will live, full, active and independent lives
3. People's quality of life will be improved by access to quality services
4. People will be actively involved in their health and their care
5. People will live in healthy, safe and sustainable communities



# Context for Higher Education

## Challenges

- **Competition:** for students and research funding
- **Research:** longer, interdisciplinary awards and establishment of recognised centres of excellence
- **Education:** uncertainty re home student funding settlement
- **Policy impacts and uncertainty:** e.g. fee changes impacting healthcare student numbers; Brexit impacting EU funding and revenue
- **Demographic changes**
- **Quality:** Increasingly discerning customers
- **Talent:** Attracting and retaining the best
- **Regulation:** OfS, UKRI, TEF, REF

## Strategies

- Focus on excellence in education
  - Balanced portfolio of education programmes
- Balanced ratio of home vs. international students
  - Access and widening participation
    - New forms of provision e.g apprenticeships and digitally enabled learning
    - Interdisciplinarity
- Focus on research excellence
- Build reputation through partnership with other national and international universities
- Grow partnerships with public sector and industry to deliver impactful research
  - Interdisciplinarity

Education

Research



# LAHP Strategy: 2017 to 2021

## PREVENTION AND SELF-CARE

*"Staying healthy for longer"*

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪

# OUR GRAND CHALLENGE

## PREVENTION AND SELF-CARE

*"Staying healthier for longer"*

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- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



## Our Grand Challenge: Prevention and Self-Care

- “Wicked”, internationally-relevant problem
  - Requires sustained collaboration by several partners over a long period of time
  - Requires systematic, evidence-based effort and thorough evaluation
- ✓ Essential to health and care system sustainability
  - ✓ Relevant to NHS Five Year Forward View, Leeds Health and Well-Being Strategy, Leeds Health and Care Plan etc.
  - ✓ Provides education and research opportunities across all three universities
  - ✓ Relevant to the LAHP’s affiliate members
  - ✓ Encompasses physical and mental health; care provided in and out of hospital; health and social care
  - ✓ Ranges from discovery science to applied health research
  - ✓ Attractive to industry partners, as presents opportunity for long-term relationships
  - ✓ Possibilities for national and international profile building,
  - ✓ Supports ambition to the “best city for health and well-being” and the plans for the Innovation District.

# CORE COLLABORATIVE WORK PROGRAMMES

## PREVENTION AND SELF-CARE

*"Staying healthier for longer"*

**A Good Start in Life**

**Living Well**

**Healthy Ageing**

- One Workforce ▪ Information and Technology ▪ Personalisation ▪  
▪ A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



# Core Collaborative Work Programmes

## A Good Start in Life

- (1) Obesity
- (2) Mental health

## Living Well

- (3) The cardio-metabolic human
- (4) Co-morbid physical and mental health

## Healthy Ageing

- (5) Frailty
- (6) End of life

### 6 Active collaborative work programmes

#### 4 Infrastructure projects will support the six core programmes

- ✓ Each member organisation will benefit from one or more of the programmes
  - ✓ Mix of mental and physical health
  - ✓ Care provided in and out of hospital
  - ✓ Health and social care
  - ✓ Mix of discovery science and applied health research
  - ✓ Mix of building on and bringing together existing excellence and growing new capability
- LAHP will focus effort on supporting their success, but will let other flowers bloom – though must support grand challenge and fulfil criteria
  - Aim to be bid-ready and to proactively influence funding decisions in these areas



## Why these six?

- There were other contenders, but these six seem to have energy and momentum
- All six can be seen through a lens of prevention and/or self care
- There is already a successful research base in most of the six areas, but room to develop and grow through collaboration and interdisciplinarity both across and within the universities
- All six have the potential to impact positively on citizens and the sustainability of the health and care system
- All six are nationally and internationally relevant as well as being important for Leeds, offering significant education and research opportunities
- All six have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity)
- Clinical senate discussions about winter pressures/managing demand have focussed heavily on behaviour change and frailty/end of life care

**Some may not gain sufficient traction and/or the context might change, and it will be important to monitor regularly and shift focus and resources to other areas if necessary**



# Opportunities and Challenges

- Build on areas of research strengths by connecting pieces together -- interdisciplinarity
- Trends in research funding – e.g. UK Prevention Research Partnership (£50m)
- The potential of the Leeds Care Record (which allows us to look at the whole patient pathway) put together with the analytical capabilities of the universities
- Capacity – for everyone – suggests we need a phased implementation plan
- Converting the knowledge we generate into practice

# SUPPORTING INFRASTRUCTURE

## PREVENTION AND SELF-CARE

*"Staying healthier for longer"*

A Good Start in Life

Living Well

Healthy Ageing

- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



## Supporting Infrastructure

- All six core work programmes will have implications for workforce and for information and technology.
- All six will provide opportunities for targeting treatment better through the stratification of citizens and patients and the personalisation of health and care interventions.
- To be successful, all six will need a culture to be in place which welcomes and embraces evidence and innovation in health and care practice.

One Workforce	Leeds Health and Social Care Academy
Information and Technology	A Learning Healthcare System
Personalisation	Leeds Centre for Personalised Medicine
A Culture of Health and Care Innovation	Health Innovate Leeds



# Supporting Infrastructure: Leeds Health and Social Care Academy

## VISION



**A truly integrated, place-based workforce, with resources under one city management; creating efficiencies to reinvest in training, development and education**



**Unlocking opportunities through a joined up approach to social mobility, apprenticeships, and careers outreach**



**Radical upgrade the development offer to in-service workforce in partnership with universities and City College**



**Opportunity to market programmes nationally and internationally**



**Opportunity to support the acceleration of research and innovation into practice**

## Progress to Date

- LTHT identified a host organisation
- Transition Director and some team members now appointed
- Joint bid from UoL and LBU to NIHR to create a Workforce Policy Unit to enhance the national and international standing of the Academy
- Secured Health Education England funding to support the transition team
- NHS England have asked to join and collaborate on apprenticeships across the city, and there is interest from other national health arms length bodies based in Leeds. Ambition for 2000+ apprenticeships
- Go live date April 2018



# Supporting Infrastructure: Leeds Centre for Personalised Medicine and Health

## VISION



To be a global centre of excellence in personalised medicine and health - transforming the health, wealth and wellbeing of our citizens and the efficiency of our health and care services through world class research, innovation and enterprise



“To move away from a ‘one size fits all’ approach to the treatment and care of [citizens and] patients with a particular condition, to one which uses new approaches to better manage patients’ health and target therapies to achieve the best outcomes in the management of a patient’s disease or predisposition to disease.”

*NHS England definition of personalised medicine*

## Progress to Date

- UoL identified as host organisation. LCPMH established; Head of Centre and small team appointed. System-wide board in place, chaired by Prof Paul Stewart. Board includes AHSN and NHS England
- Active projects in cancer, atrial fibrillation, diabetes and CVD with significant industry players such as Myriad, Roche and Somalogic
- Patient activation measures project in development to stratify level of patient engagement in own health and care
- Personalised mental health approaches being discussed with LYPFT
- CanTest – new and improved cancer diagnostics in general practice. SBRI bid submitted
- Living in Leeds proposal in development



# Supporting Infrastructure: Learning Healthcare System

## VISION



**Learning from every citizen who uses our services and every patient we treat**



**Unlocking the potential of the Leeds Care Record**



**Exploiting the research expertise in the universities, and in particular the Leeds Institute for Data Analytics, to develop predictive algorithms and decision support tools**



**Bringing together existing city wide assets to be truly internationally leading**

## Progress to Date

- There is already a strong place-based approach to I&T
- Plans to create an Office of Data Analytics for the city
- Open standards approach in place
- Leeds Care Record still one of the few whole system electronic patient records in the world.
- Plans to give patients access and add to their own records
- Outcomes based commissioning
- LIDA established and growing in reputation and capability



# Supporting Infrastructure: Health Innovate Leeds

## VISION



**Leeds will be *the* city in which to innovate in health and care. We will be the best navigation system in the UK for health and care innovators of all sizes**



**We will clearly articulate our needs and priorities to innovators so that it is easier for us to work together**



**We will work locally, nationally and internationally to accelerate the development of the best healthcare innovations**



**We will simplify access to the health and care system, working proactively to break down barriers to innovation at a local level**

## Progress to Date

- Developed the HIL structure and operating model with a Task and Finish Group
- Held business breakfast to engage with health and care innovators
- Worked with Healthwatch to develop citizen/people narrative
- Presented model to Integrated Commissioning Executive for feedback
- Working with AHSN and LEP to secure longer term funding options
- Engaging digital organisations to develop virtual presence



# Supporting Infrastructure: A Culture of Health and Care Innovation

All programmes will develop **leading-edge, research-based, world-class solutions**

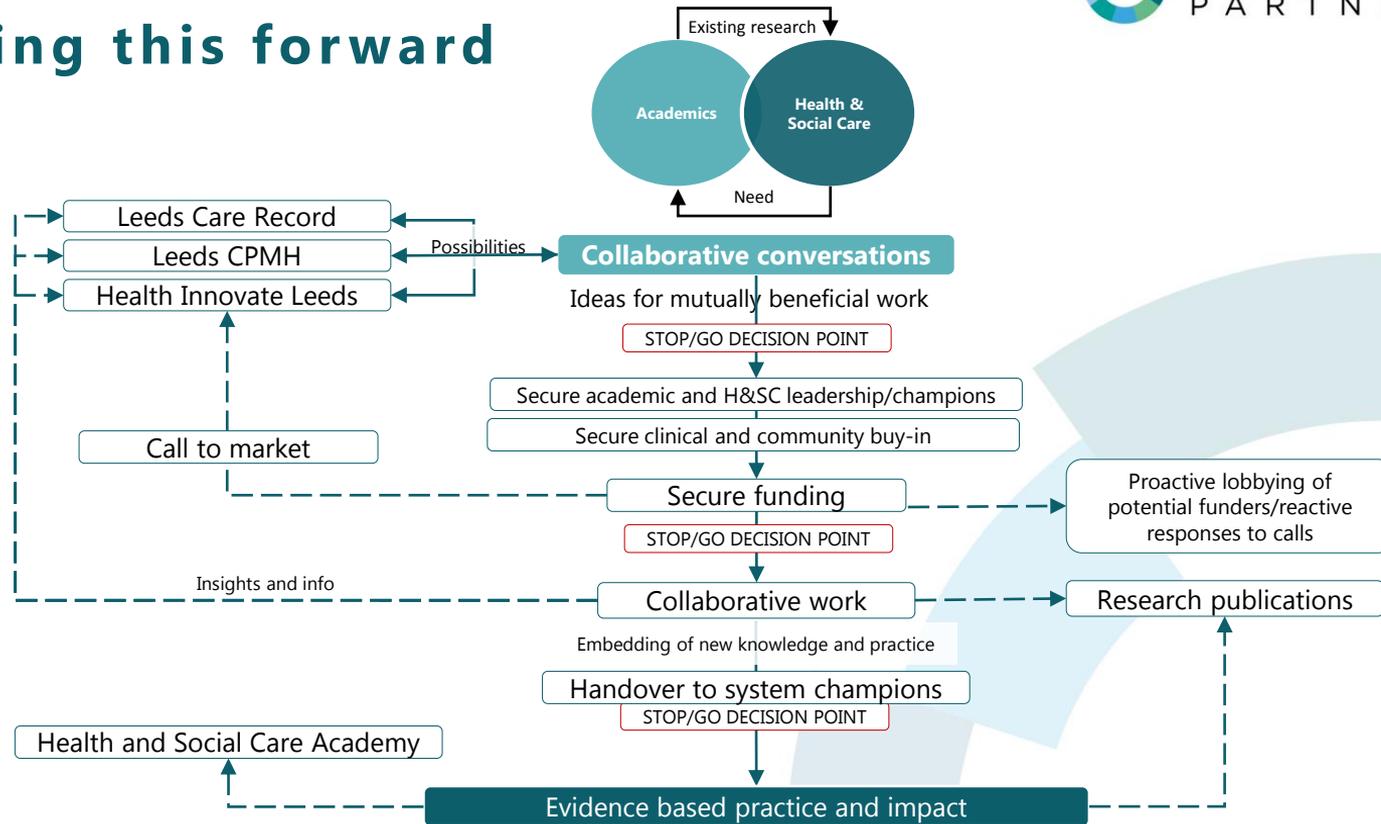
Leeds needs to continue to build a culture which welcomes and embraces evidence and innovation in health and care practice. **This is critical to our ambitions to be the best city for health and well-being.**

To support the further development of this culture, we will facilitate:

- Joined up leadership and “cheerleading” for innovation in health and care across the city
- Co-ordinated staff engagement through the Academy
- Capability building for partnership working through the Academy
- Marketing and communications campaigns, aimed at raising the profile of Leeds as a city of innovation in health and care
- The development of relationships across the workforces of our organisations and we will encourage networks to form naturally, serving mutual interests
- The establishment of good governance where it is needed



# Taking this forward



# IMPACT

## PREVENTION AND SELF-CARE

*"Staying healthier for longer"*

A Good Start in Life

Living Well

Healthy Ageing

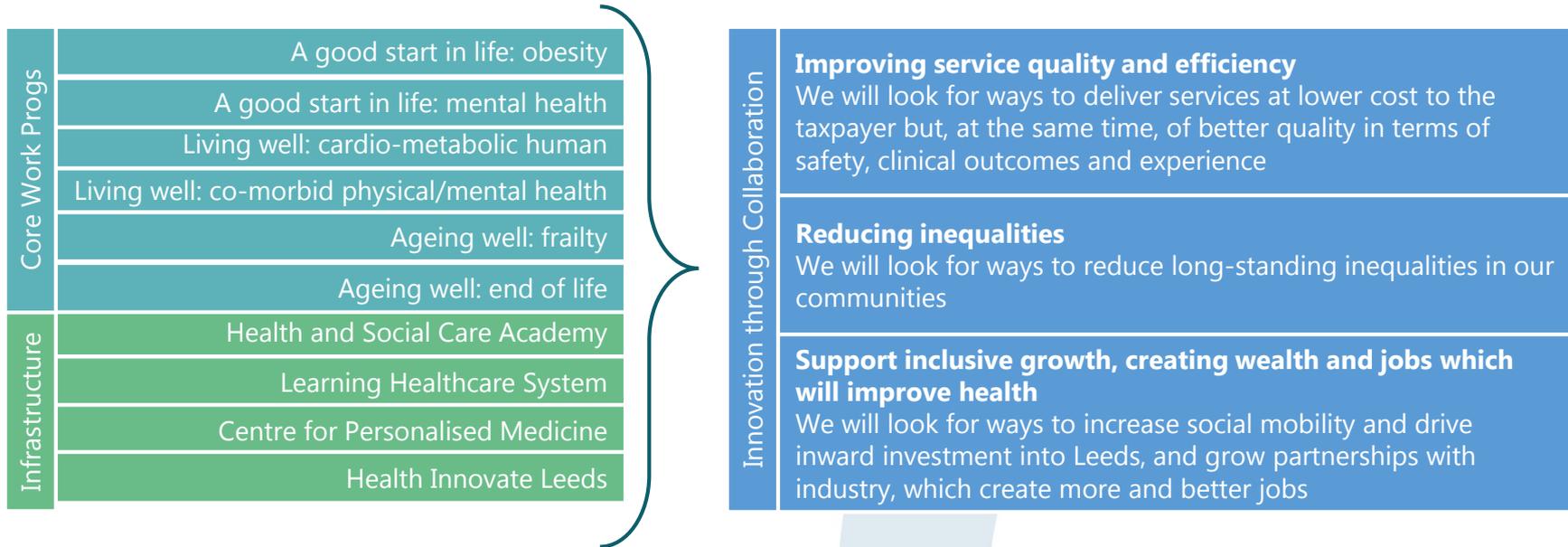
- One Workforce ▪ Information and Technology ▪ Personalisation ▪
- A Culture of Health and Care Innovation ▪

- Quality and Efficiency ▪ Inequalities ▪ Inclusive Growth ▪



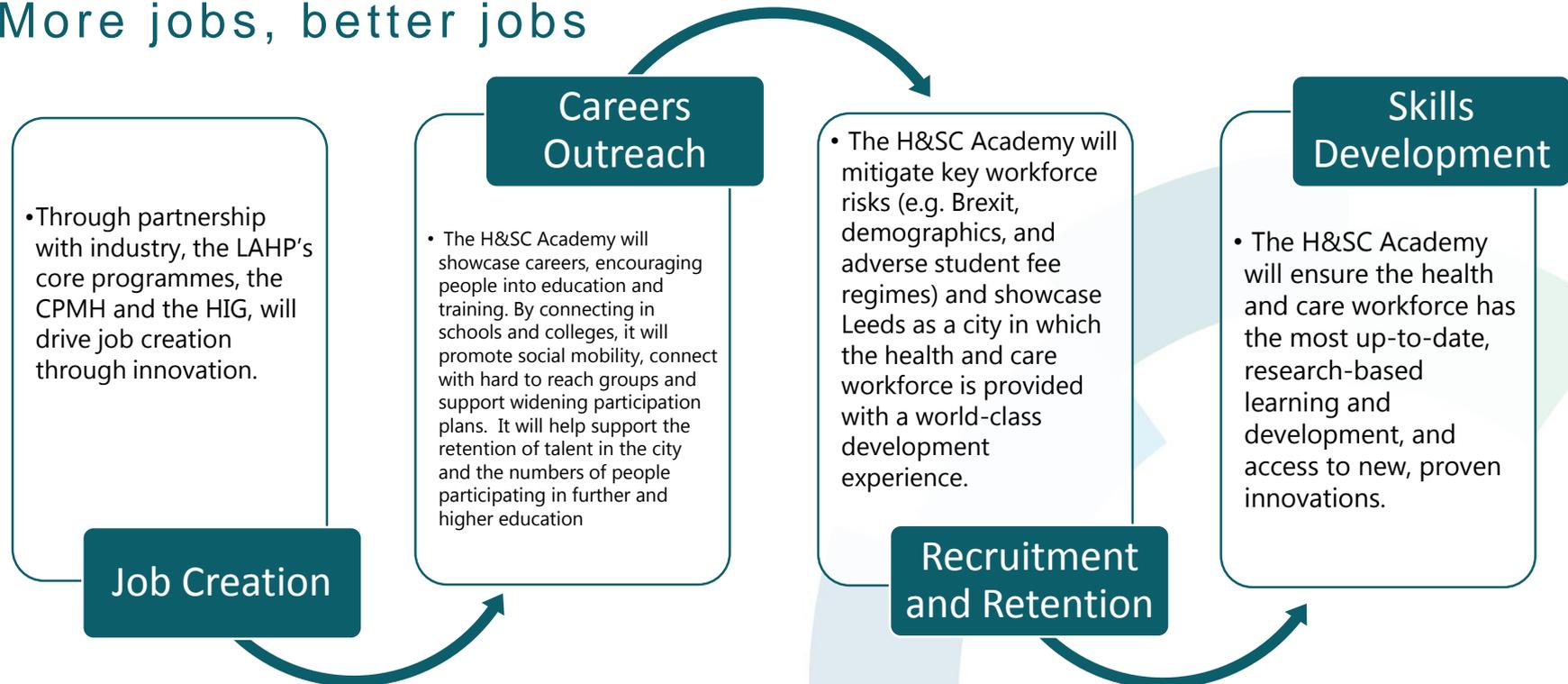
# Impact:

## Outcomes of the LAHP Strategy





## Impact: More jobs, better jobs





# LAHP Strategy: 2017 to 2021

## PREVENTION AND SELF-CARE

*“Staying healthier for longer”*

A Good Start in Life	Living Well	Healthy Ageing
Obesity Mental health	Cardio-metabolic human Co-morbid physical/mental health	Frailty End of life
One Workforce Information and Technology Personalisation A Culture of Health and Care Innovation	Health and Social Care Academy	
	Learning Healthcare System	
	Leeds Centre for Personalised Medicine	
	Health Innovate Leeds	
▪ Quality and Efficiency ▪ ▪ Inequalities ▪ Inclusive Growth ▪		