



Report of: Tony Cooke (Chief Officer, Health Partnerships)

Report to: Leeds Health and Wellbeing Board

Date: 05 September 2018

Subject: Connecting the work of the Leeds health and care partnership

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

This report provides a summary of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). The report gives an overview of key pieces of work across the Leeds health and care system, including:

- Hearing the voices of and engaging with some of our communities who experience some of the poorest health outcomes and significant health inequalities
- Local Care Partnerships
- Strengthening our Leeds Health and Care Workforce
- The work of the People's Voice Group

Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

1 Purpose of this report

- 1.1 The purpose of this report is to provide a public account of recent activity from workshops and wider system meetings, convened by the Leeds Health and Wellbeing Board (HWB). It contains an overview of key pieces of work directed by the HWB and led by partners across the Leeds health and care system.

2 Background information

- 2.1 Leeds Health and Wellbeing Board provides strategic leadership across the priorities of our Leeds Health and Wellbeing Strategy 2016-2021, which is about how we put in place the best conditions in Leeds for people to live fulfilling lives – a healthy city with high quality services. We want Leeds to be the best city for health and wellbeing. A healthy and caring city for all ages, where people who are the poorest improve their health the fastest. This strategy is our blueprint for how we will achieve that.
- 2.2 National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change¹. With good governance, the Leeds Health and Wellbeing Board can be a highly effective ‘hub’ and also a ‘fulcrum’ around which things happen.
- 2.3 This means that the HWB is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings. In Leeds, there is a wealth and diversity of work that contributes to the delivery of the Strategy.
- 2.4 Given the role of HWBs as a ‘fulcrum’ across the partnership, this report provides an overview of key pieces of work of the Leeds health and care partnership, which has been progressed through HWB workshops and wider system events.

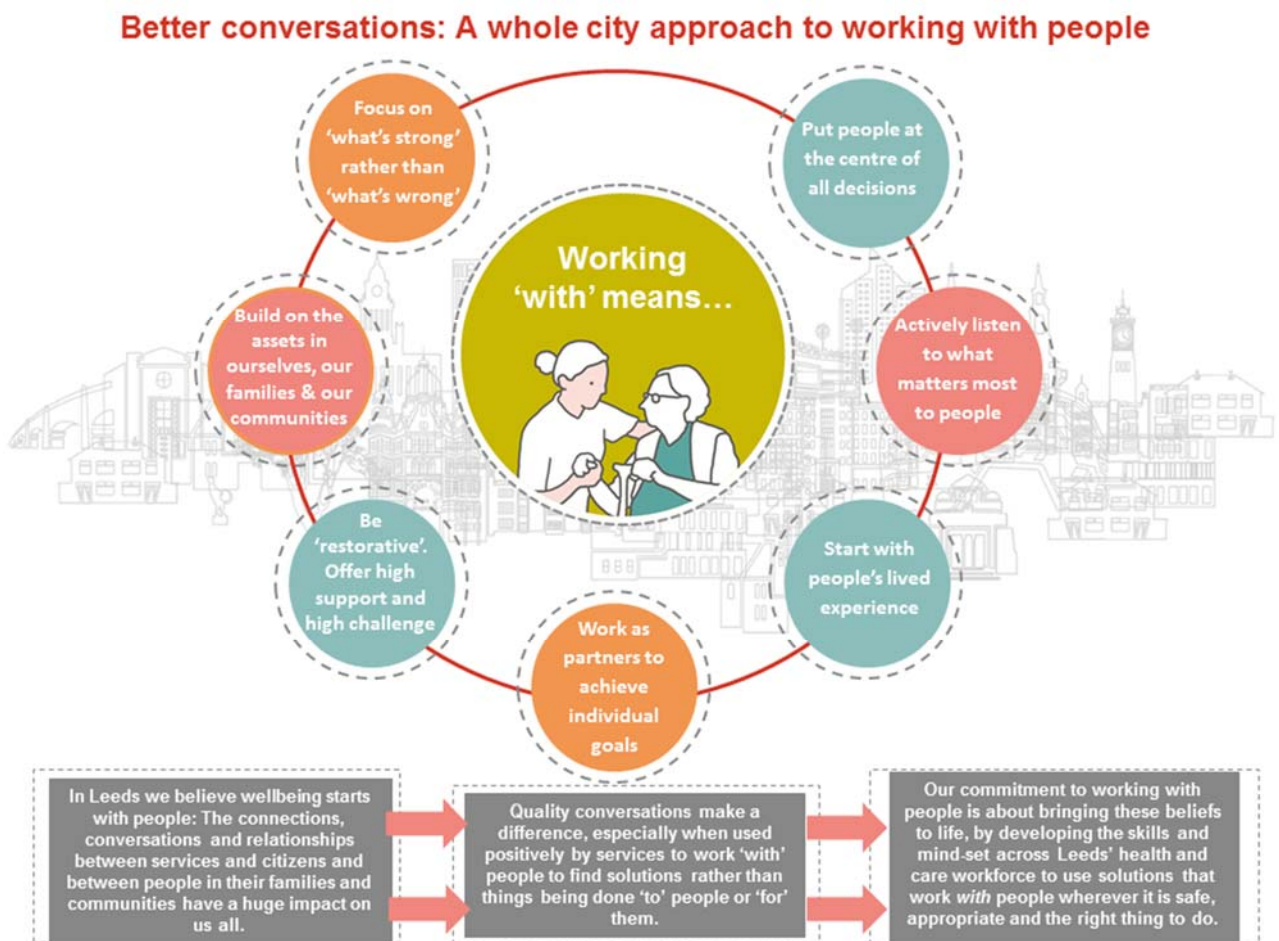
3 Main issues

Health and Wellbeing Board workshop (April 2018): Priority 3: strong engaged and well-connected communities

- 3.1 During a self-assessment workshop, held in January 2018, HWB members reiterated its commitment to hearing the voices of and engaging with our communities who experience some of the poorest health outcomes and significant health inequalities. As part of this, the HWB held a workshop in April 2018 themed around priority 3 of the Leeds Health and Wellbeing Strategy: strong, engaged and well-connected communities. Led by Forum Central and Healthwatch Leeds, the workshop heard the voices of and engaged with asylum seekers and refugees, the homeless, gypsies and travellers and sex workers. Information and lived experience was shared through engagement with relevant third sector organisations and videos created by members of these communities.

¹ *Making an impact through good governance – a practical guide for Health and Wellbeing Boards*, Local Government Association (October 2014)

3.2 The HWB has agreed to lead the change in conversation with citizens about the future of health and care through a 'Better conversations' approach where citizens are at the centre of all decisions (see below for further information).



3.3 As a result of the workshop, the HWB agreed to the following:

- Factor in the conversations and learning from the workshop into the process of the city's ongoing integrated commissioning review.
- Review of mental health provision for at-risk groups.
- Data entry / monitoring – For Gypsies and Travellers, poor data collection means they can feel invisible and creates difficulty to evidence whether services are effective/accessible. The Board agreed for this to be explored further and the actions to be taken to address.
- Development of a simple briefing paper to communicate the changes to the NHS (Charges to Overseas Visitors) Regulations 2015 ("the Charging Regulations") that became fully effective from October 2017 impacting migrant communities.

HWB has directed these actions for progression and monitoring by relevant organisations and partnership boards/groups.

Leeds Health and Wellbeing Board: Board to Board Session (June 2018)

- 3.4 The Health and Wellbeing Board convened its first Board to Board session in July 2018. These sessions bring together a larger number of health and care partners (50+) to discuss key strategic topics, share perspectives and progress collective actions to support the delivery of the Leeds Health and Wellbeing Strategy. This approach is unique to Leeds and ensures that everyone is joined up and working towards the same goals for the city and for our citizens.
- 3.5 In Leeds our health and care system leaders are committed to a city first and organisation second approach at all levels through the following principals of approach:

Principles of our approach		
We put people first: We work with people, instead of doing things to them or for them, maximising the assets, strengths and skills of Leeds citizens and our workforce.	We deliver: We prioritise actions over words to further enhance Leeds' track record of delivering positive innovation in local public services. Every action focuses on what difference we will make to improving outcomes and quality and making best use of the Leeds £.	We are team Leeds: We work as if we are one organisation, taking collective responsibility for and never undermining what is agreed. Difficult issues are put on the table, with a high support, high challenge attitude to personal and organisational relationships.

- 3.6 At the previous session the following areas were discussed:

Local Care Partnerships (LCPs)

- 3.7 The HWB: Board to Board received an overview of the ongoing development of Local Care Partnerships (LCPs), which describes our model of joined-up working, with teams delivering 'local care for local people'; 'working in and with local communities' aligned to the delivery of the Leeds Health and Wellbeing Strategy and Leeds Health and Care Plan.
- 3.8 Progress was shared around the work to date:
- There has been a range of engagement including with elected members through Community Committees (local meetings led by elected members), Third Sector, public events and stakeholders from partners.
 - Alignment of geography with 18 LCP footprint agreed working with the 13 Neighbourhood Teams and other locality arrangements.
 - Investment in building leadership (incl. within general practice and the Third Sector).
 - Development of six emerging LCP leadership teams.
 - Working with LCCs' Communities Team to ensure relationships with the 'Priority Neighbourhoods' work.
 - Development of a suite of communication material following extensive consultation with a range of stakeholders.
- 3.9 Through the HWB: Board to Board discussions the wider health and care system, through their organisations and existing partnership/board groups agreed to:

- Developing the tools needed to effectively communicate about LCPs within their organisations and communities.
- Identify areas work that will need to take into account the LCP model going forward.
- Factoring in LCPs into the city's ongoing integrated commissioning review.
- Ensuring that the system allows genuine co-production with local people empowered through 'Better Conversations' and engagement to generate local solutions.

Strengthening our Leeds Health and Care Workforce

3.10 The HWB: Board to Board received an overview of the ongoing work to strengthen the Leeds health and care workforce to deliver on our ambitions for Leeds to be the best city for health and wellbeing through three strategic aims:

- To develop an appropriate and agile workforce for Leeds – a workforce that works flexibly across organisational boundaries ensuring we have the right skills, in the right place at the right time.
- The Leeds health and care workforce is valued, well trained and supported – a workforce that feels motivated with access to continued professional development.
- To develop a system leadership approach across the health and care workforce in Leeds – supporting the workforce to work together as one team, providing the best care and support in the right place at the right time.

Since the HWB (June 2017) workforce update, progress has been made across a broad range of areas:

- 3.11 Leeds Health and Care Academy - The proposed Academy will create integrated learning and development for an estimated 57,000 strong workforce across the health and care sector in the city, by people in training and development working together across organisational and professional boundaries. This will promote systems thinking and leadership, and embed research and innovation.
- 3.12 Organisational Development Partnership Hub (the OD Hub) - The OD Hub facilitates and role models system leadership to enable people across the health and social care system to co-create work with an emphasis on the relationship aspects of the work to enable culture change. This is being achieved through facilitating partners to come and work together to tackle system change.
- 3.13 System leadership events - Leeds describes system leadership as 'working beyond the boundaries of my own organisation to deliver the best health and wellbeing outcomes for the people of Leeds'. Part of this work has been progressed through the development of System leadership events, which includes attendees from a diagonal slice of organisational structures building connections across the partnership including Third Sector, primary care, statutory, and regionally.
- 3.14 Developing a Citywide Health and Social Care Workforce Strategy for Leeds - A conference took place in May 2018 to help inform the development of a clear workforce strategy and workforce plan for the future. It brought together almost a

hundred attendees from across the Leeds health and care system. Using the learning to date, work is ongoing to develop the Leeds Health and Social Care Workforce Strategy, which will be brought to a future HWB.

- 3.15 At the session, health and care partners took part in workshop style discussions and emphasised their commitment in ensuring that Leeds has the right mechanisms in place to promote the Physical and Mental Health of staff and are enabled to provide care in the right place through Local Care Partnerships. This included:
- Ensuring that the ‘Better Conversations’ approach and support given to the public also takes place for staff.
 - Importance of having a greater health and care focus on prevention rather than reactive for the workforce.
 - Recognition of the sheer volume of work in the system and making best use of existing techniques and resources to support staff.
 - Using existing expertise in the city (e.g. Mindful Employers) to support the physical and mental health of staff.
 - Positive messages and stories to motivate and give confidence to staff.

People’s Voice Group (PVG)

- 3.16 The Health and Wellbeing Board has made a city-wide commitment and expectation to involve people in the design and delivery of strategies and services. As part of this an update was requested on the People’s Voice Group (PVG) to the HWB: Board to Board. The PVG is convened by the Healthwatch Leeds and brings together public / patient engagement leads from health and care organisations. It works to share intelligence, best practice, areas of collaboration and shared collective messages aligned to the Leeds Health and Wellbeing Strategy and Leeds Health and Care Plan.
- 3.17 The PVG aims to improve the ways that the city hears the voices of our community – connecting people with senior decision makers. Through the request of the HWB, PVG are leading on an engagement event in Oct 2018 progressing conversations with the public on the Leeds Health and Care Plan as part of a programme to ensure that the public are part of the journey of change.
- 3.18 Through the HWB: Board to Board discussions the wider health and care system, through their organisations and existing partnership/board groups, committed to promoting and engaging with the PVG to make best use of this resource to strengthen engagement in a coordinated way.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 The Health and Wellbeing Board has made it a city-wide expectation to involve people in the design and delivery of strategies and services. Through the HWB workshop (April 2018) the Board reiterated its commitment to the ‘Better conversations’ approach where citizens are at the centre of all decisions. It also highlighted our approach of ensuring we consult, engage, hear and act on the

voices of our communities who experience some of the poorest health outcomes and significant health inequalities.

4.1.2 A key component of the development and delivery of each of the pieces of work for the HWB: Board to Board session is ensuring that consultation, engagement and hearing citizen voice is occurring. For example:

- Through the direction of the HWB, the Local Care Partnership approach has been developed with active engagement with elected members through Community Committees (local meetings led by elected members), Third Sector, public events and stakeholders from partners.
- Ongoing work to strengthen the Leeds health and care workforce has occurred through active engagement and using feedback from staff.
- Through the Peoples' Voice Group there is a commitment from health and care partners to strengthen our approaches in a coordinated way to hear the voices of our community about health and wellbeing – connecting people with senior decision makers.

4.2 Equality and diversity / cohesion and integration

4.2.1 Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

4.2.2 Any future changes in service provision arising from work will be subject to governance processes within organisations to support equality and diversity.

4.3 Resources and value for money

4.3.1 Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

4.4 Legal Implications, access to information and call In

4.4.1 There are no legal, access to information or call in implications arising from this report.

4.5 Risk management

4.5.1 Risks relating to each piece of work highlighted is managed by relevant organisations and boards/groups as part of their risk management procedures.

5 Conclusions

5.1 In Leeds, there is a wealth and diversity of work and initiatives that contribute to the delivery of the Leeds Health and Wellbeing Strategy 2016-2021 which is a

challenge to capture through public HWB alone. This report provides an overview of key pieces of work of the Leeds health and care system, which has been progressed through HWB workshops and events with members.

- 5.2 Each piece of work highlights the progress being made in the system to deliver against some of our priorities and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Note the contents of the report.

7 Background documents

- 7.1 None.

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How does this help reduce health inequalities in Leeds?

Each of the pieces of work highlighted in this report, through the strategic direction of the Health and Wellbeing Board, is aligned to priorities of our Leeds Health and Wellbeing Strategy 2016-2021 and our vision of Leeds being a healthy and caring city for all ages, where people who are the poorest improve their health the fastest.

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

National guidance states that: to make a real difference for the people they serve, Health and Wellbeing Boards need to be agents of change. The Leeds Health and Wellbeing Board is rightly driving and influencing change outside of the ‘hub’ of public HWB meetings to ensure that the wealth and diversity of work in Leeds contributes to the delivery of the Strategy. The Board is clear in its leadership role in the city and the system, with clear oversight of issues for the health and care system.

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

Each of the pieces of work highlighted in this report evidences how the Leeds health and care system are working collectively with the aim of spending the Leeds £ wisely under the strategic leadership of the HWB. The volume of partnership working is testament to the approach taken – sharing or integrating resources, focusing on outcomes and seeking value for money as part of its long term commitment to financial sustainability.

Future challenges or opportunities

In the wealth and diversity of work there is an ongoing opportunity and challenge to ensure that the Board, through its strategic leadership role, contributes to the delivery of the Strategy in a coordinated and joined up way that hears the voices of our citizens and workforce.

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	X
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	
Maximise the benefits of information and technology	X
A stronger focus on prevention	X
Support self-care, with more people managing their own conditions	X
Promote mental and physical health equally	X
A valued, well trained and supported workforce	X
The best care, in the right place, at the right time	X