



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

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

**Date:** 12 December 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:

- Connecting our strategies and plans with the assets and needs of our poorest neighbourhoods.
- The People's Voice Group
- Our emerging citywide approach to estates
- The Leeds System Resilience Plan

## 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 change<sup>1</sup>. 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 (Oct 2018): Working with communities: Improving the health of the poorest the fastest**

- 3.1 In February 2018, HWB members reiterated its commitment to communities who experience some of the poorest health outcomes and significant health inequalities and reflecting this within the refreshed Joint Strategic (Needs) Assessment (JSA) process. As part of this, the HWB held a workshop in Oct 2018 exploring the value of connecting the JSA process with the Leeds City Council led ‘Priority Neighbourhoods’ approach and how the developing Local Care Partnerships could help us better understand the assets and needs of our poorest neighbourhoods and to target our work with people in these places.
- 3.2 As a result of the workshop, the HWB agreed to the following:
- Continue to build on and strengthen the relationship between the Leeds Health and Wellbeing Strategy and the Inclusive Growth Strategy.
  - Continued commitment to progressing Local Care Partnerships

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

- Targeting support in Priority Neighbourhoods considering opportunities to target efforts in communities who need to see the greatest and fastest improvement.
- Engage, contribute and take action on the workstreams of the Child Poverty Impact Board.
- Factor in the conversations and learning from the workshop into the JSA process, refresh of the Leeds Mental Health Framework and integrated commissioning framework.

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 (Nov 2018)**

- 3.3 The Health and Wellbeing Board convened its second Board to Board session in Nov 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.
- 3.4 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		
<p><b>We put people first:</b> 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.</p>	<p><b>We deliver:</b> 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 £.</p>	<p><b>We are team Leeds:</b> 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.</p>

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

### **People's Voice Group (PVG) Update: Big Leeds Chat**

- 3.6 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. Conversations with people is an integral part of achieving that ambition. The PVG with wider health and care colleagues designed an ambitious and

creative listening event, Big Leeds Chat, to hear what people in Leeds said about health and wellbeing, bring people and decision makers together and influence the ongoing development of the Leeds Health and Care Plan.



- 3.7 HWB: Board to Board received an overview of the success of the first Big Leeds Chat event, which took place on 11 October 2018 at Kirkgate Market and shared their experiences. The listening event was focused on three questions: what do you love about Leeds, what do you do to keep yourself healthy and lastly what can we do to make Leeds the best city for health and wellbeing? This was followed, where appropriate, by more in-depth conversations between people and decision makers on the topics that mattered to people related to health and care in the city.
- 3.8 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:
- Use the findings from the Big Leeds Chat to inform our strategy and plans locally and regionally.
  - Reiterate their commitment to the wider determinants of health that was a clear theme of the feedback received.
  - Have items focused on the key issues raised at future health and care partnership boards/groups.
  - Support future Big Leeds Chat events and explore how they can occur in different communities across Leeds.

### **Our Emerging Citywide Estates Strategy: Building the Leeds Way and Community Estates**

- 3.9 The HWB: Board to Board engaged in discussions around the opportunities for Leeds to shape the future of its estate, through delivery of Building the Leeds Way and the development of an intelligence-led community strategy. Between these two Leeds aims to have a joined-up ambition, with complimentary approaches which clearly articulate how we will deliver a 21st century health and care infrastructure to support service delivery in the right place, at the right time, so that the health of the poorest is improved the fastest.
- 3.10 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed to:
- Ensure that our approach to estates are in line with the ambitions and vision of the Leeds Health and Wellbeing Strategy, Leeds Health and Care Plan and contributes to the Leeds Inclusive Growth Strategy through a whole systems approach.

- Commitment to engage and support the development of the community estates strategy.
- For an update at a future HWB meeting.

### **Leeds System Resilience Plan: Transforming unplanned health and care system in Leeds**

- 3.11 The HWB: Board to Board received an update on the Leeds System Resilience Plan, which provides the description of the principles and aims for the system, detailing how the system will work together to cope with surges in demand. It also details the close links with the Leeds Health and Care Plan through the Unplanned Care and Rapid Response programme, describing the aspirations for wider system reform for Leeds.
- 3.12 HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups reiterated their commitment to the Leeds System Resilience Plan as 'Team Leeds' and expressed their thanks to the workforce.

### **Leeds Providers' Integrated Care Collaborative (LPICC)**

- 3.13 HWB: Board to Board received an overview of the LPICC, which aims to enable co-ordination of decision making across provider organisations to better integrate service delivery, improve the quality of care, improve patient outcomes / reduce inequalities and make best use of resources and the 'Leeds pound'.

## **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 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 shown through the Big Leeds Chat.
- 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.

### **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.

<b>Priorities of the Leeds Health and Wellbeing Strategy 2016-21</b>	
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