



Report of: Tony Cooke (Chief Officer, Health Partnerships), Frank Wood (Chief Analyst, Leeds City Council and NHS Leeds CCG) and Peter Storrie (Head of Service, Intelligence & Policy Service, Leeds City Council)

Report to: Leeds Health and Wellbeing Board

Date: 28 February 2018

Subject: Leeds Health and Wellbeing Board: Reviewing the Year 2018-19

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 type="checkbox"/> Yes	<input checked="" 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 paper introduces the attached report to be endorsed by the Board subject to the inclusion of final images and formatting to be agreed by the Chair. It serves as a review of the strategic direction provided by the Health and Wellbeing Board (HWB). It provides an understanding of steps taken and progress made towards the Leeds Health and Wellbeing Strategy over the previous year and promotes discussion around how we can make best use of data to better understand progress against our indicators.

The report provides a snapshot in time, summarising just some of the significant work achieved over the last year against the 12 priorities of the Strategy and based on the recommendations of the HWB.

Recommendations

The Health and Wellbeing Board is asked to:

- Discuss and endorse the content of the Leeds Health and Wellbeing Board: Reviewing the Year 2018-19 report (subject to the inclusion of images and formatting to be agreed by the Chair).
- Steer, commission or clarify any future action as appropriate to make further progress towards the outcomes and priorities of the Leeds Health and Wellbeing Strategy.
- Discuss how we can make best use of data to better understand progress against the Leeds Health and Wellbeing Strategy.
- Identify any further items for the work plan.

1 Purpose of this report

- 1.1 This paper introduces the attached report to be endorsed by the Board subject to the inclusion of images and formatting to be agreed by the Chair, which takes a look back over the last 12 months of Health and Wellbeing Board (HWB) and partnership activity as well as an update on the indicators of the Leeds Health and Wellbeing Strategy.
- 1.2 The attached report serves as a review of the strategic direction provided by the HWB providing an understanding of steps taken and progress made towards the Leeds Health and Wellbeing Strategy. This information will continue to inform the future work planning and focus of the HWB into 2019/20.
- 1.3 This paper also promotes discussion around how we can make best use of data to better understand progress against our indicators.

2 Background information

- 2.1 The Shared Intelligence report *The Power of Place: Health and Wellbeing Boards in 2017* states that 'the most effective HWBs are reasserting the importance of action to address the wider determinants of health. By doing so they are creating a strategic framework to which STPs and action on the integration of health and social care must relate'.
- 2.2 Using this statement (and the wider report) the HWB has been collating information to review its performance and progress over the last 12 months, January 2018 - January 2019. Each of the organisations represented on the Health and Wellbeing Board has contributed to this review, as well as a range of partners who have interacted with the Board during the last year.
- 2.3 The Leeds Health and Wellbeing Strategy 2016-21 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. Everyone in Leeds has a stake in creating a city which does the very best for its people. This Strategy is our blueprint for how we will achieve that. It is led by the partners on the Leeds Health and Wellbeing Board and it belongs to everyone in the city.
- 2.4 The Strategy provides a set of priorities for everyone in Leeds to contribute to. But it also provides a framework for health and care system leaders to collectively assess whether their work is making a difference to the people of Leeds.
- 2.5 It is important to remember too, that other strategies and action plans will provide further detail on how specific parts of the citywide vision is being achieved.

3 Main issues

Leeds Health and Wellbeing Board: Reviewing the Year 2018-19

- 3.1 In January 2018, HWB agreed to produce an annual report that serves as a review of the strategic direction provided by the HWB providing an understanding of steps taken and progress made towards delivering the Leeds Health and

Wellbeing Strategy. This is our second year producing an annual report in this format, which includes:

- Highlight of actions that have contributed to the 12 priorities of Leeds Health and Wellbeing Strategy
- Roundup of Health and Wellbeing Board activity: Progress on items and outcome of recommendations
- Progress on Leeds Health and Wellbeing Strategy indicators

3.2 The attached report is a summary of information drawn from partner organisations and health and care colleagues. It takes a look at what items have been considered by the HWB, the recommendations made, and updates and actions against these recommendations.

3.3 The review of activity continues to indicate how well established the Leeds Health and Wellbeing Strategy has become since its refresh in April 2016, which alongside the Inclusive Growth Strategy, is recognised as the city's key driving strategies to achieving our Best City ambitions. It has served to shape organisations' priorities and activity, has brought people together around common goals, and has reinforce partnership working.

3.4 It is important to note that this report will undoubtedly fail to capture the wealth and diversity of work and initiatives in the city that contribute to the Strategy. Therefore, this serves as a summary of highlights, indicative of progress. The report includes a great deal of successes and highlights areas where great progress has been made. However, this must be balanced with an awareness of the pressures that health and care organisations, staff and citizens are currently facing.

3.5 For health and care leaders, this means making sure there is appropriate support for our valued and valuable front line staff and ensuring that people are actively involved in the design and delivery of services. There is plenty more to do to take further steps towards our shared ambitions. But in doing so, Leeds can rely on a strong leadership, working collaboratively, using shared values to reach our city's goals with the strength of our partnership working, as set through the HWB, highlighted as a real strength for Leeds in the recent review by the Care Quality Commission.

3.6 For citizens, the Leeds Health and Wellbeing Strategy recognises that wellbeing starts with people, and everyone has a part to play in making Leeds the best city for health and wellbeing. It is now more important than ever that the wider population consider what we can do to improve our own health and wellbeing, support those around us, or contribute to the environment that we live in.

Making best use of data to better understand progress of our strategy

3.7 At the outset of the Strategy, indicator measures were agreed to help identify the success and impact of the Strategy on the Leeds population – current data is contained within the attached report. The intent of the indicators is to act as 'bell weather' measures on the basis if they are moving in a positive direction we can have reasonable confidence the overall system (including other more detailed measures) will also in the main be improving. The current indicators are presented

as an overview of how we are doing, recognising the extensive intelligence that sits behind them. They act as a starting point for conversation on progress.

3.8 There is now a valuable opportunity to review the current Strategy indicators to consider how we can make best use of the wealth of performance data in the city. This is to ensure there is shared meaningful and clear understanding of how Leeds is progressing in improving health of the poorest the fastest. This also reflects the findings of the recent Care Quality Commission (CQC) Local System Review (LSR) of Leeds on how services are working to care for people aged 65 and over, including those living with dementia. The LSR recognised a range of strengths in Leeds while recognising system challenges that required addressing. We have developed a robust action plan owned by the HWB, one of these actions is to build on the strength of the indicators of the Leeds Health and Wellbeing Strategy to develop a 'one' system suite of measures as a dashboard / scorecard. This needs to include an accompanying process for ensuring that health and care partners are regularly sighted on these measures and ensuring they inform decisions making.

3.9 We would like HWB members to reflect on the current indicators and consider how we can best:

- Continue to reflect our priorities and our vision of improving the health of the poorest the fastest.
- Reflect the learning from the Joint Strategic Assessment (JSA) and the ongoing review of the Leeds Health and Care Plan.
- Incorporate lessons learned from the recent CQC LSR.
- Combine measures that can lead system change with those that act as alerts to emerging issues.
- Balance measures of outcomes and system performance with measures that reflect quality be it audit/inspection/self-assessment/peer review and those that reflect the voice of local people.
- Make sense in terms of availability and timeliness.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 The attached report has been produced as a result of an engagement process with all organisations represented on the HWB as well as the lead for every item that has been submitted to the Board in the last 12 months.

4.1.2 The asset-based approach taken in Leeds, which is founded upon principles of 'working with' and looking at what's strong rather than what's wrong, means that much of the initiatives, programmes and decisions included in the report are firmly based on staff and citizen engagement.

4.2 Equality and diversity / cohesion and integration

4.2.1 The work of the HWB (as included in the report) is guided by the vision of the Leeds Health and Wellbeing Strategy, to improve the health of the poorest the

fastest. Consequently, tackling health inequalities is central to achieving the vision through work around the 12 priorities of the Strategy.

4.3 Resources and value for money

4.3.1 The report confirms that the HWB works collectively, speaks as 'one system', and aims to spend the Leeds £ wisely. The volume of partnership working reported in the review, including the third sector, is testament to the approach taken by the Leeds health and care system – 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 access to information and call-in implications arising from this report.

4.5 Risk management

4.5.1 Risks relating to individual programmes cited in the review are managed by their relevant organisations as part of standard risk management procedures.

5 Conclusions

5.1 In reviewing the work and influence of the HWB in the context of the Leeds Health and Wellbeing Strategy, it is clear that 2018-19 has seen the HWB reassert its focus on the wider and social determinants of health, whilst emphasising its role in locally shaping the future of health and care services. Providing a space where health and care leaders come together with a broader range of partners and people to have productive and sometimes challenging conversations bolstering partnership working in and for the city and influencing a wide range of initiatives. There is more to do and the HWB is identifying areas of stretch though it's ongoing work plan and how we can make best use of data to better understand the progress of our Leeds Health and Wellbeing Strategy.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Discuss and endorse the content of the Leeds Health and Wellbeing Board: Reviewing the Year 2018-19 report (subject to the inclusion of images and formatting to be agreed by the Chair).
- Steer, commission or clarify any future action as appropriate to make further progress towards the outcomes and priorities of the Leeds Health and Wellbeing Strategy
- Discuss how we can make best use of data to better understand progress against the Leeds Health and Wellbeing Strategy
- Identify any further items for the work plan

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

The work of the HWB (as included in the report) is guided by the vision of the Leeds Health and Wellbeing Strategy, to improve the health of the poorest the fastest. Consequently, tackling health inequalities is central to achieving the vision through work around the 12 priorities of the Strategy.

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

Undertaking a review of the HWB enables understanding of where the Board is functioning effectively and where improvements can be made. 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?

The review summarises some of the initiatives that are funded by our public and third sector organisations in the city. Often these are delivered in partnership, for shared outcomes, or in a way that reduces or removes duplication. The HWB also receives a quarterly summary of the citywide health and care financial position, increasing transparency and understanding of financial pressures and solutions as ‘one system’.

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	X
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	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