



Helping to improve the Health and Wellbeing of Leeds

# Our Digital Commitments

The **Leeds City Digital Partnerships Team** is supported by the following organisations:

- Leeds City Council
- NHS Leeds Clinical Commissioning Group
- Leeds Community Healthcare NHS Trust
- Leeds Teaching Hospitals NHS Trust
- Leeds and York Partnership NHS Foundation Trust
- NHS Digital





## **Councillor Rebecca Charlwood**

Executive Member for Health,  
Wellbeing and Adults  
Chair, Health and Wellbeing Board  
Leeds City Council

We are proud of our work in leading place based delivery of digital innovation across the Health and Care system in Leeds. We have a strong city wide commitment to improve the health and wellbeing of all the people of Leeds and digital is a core element in making this happen.

The commitments in this document are made by all partners across our system jointly working as if we are one organisation focused on the best health and wellbeing outcomes of our populations across Leeds. Testament to this is the jointly funded City Digital Partnership Team that is responsible for managing the delivery of these on behalf of the system, making best use of the Leeds tech pound.

One particular element where we are a national leader is the advanced work of our City Analytics team combining data across health, care and other organisations and providing analysis at the place based level, distinct from individual organisations, informing population health management decisions.

I am confident that this approach to Digital and Data will enable us to deliver the ambitions of our Health and Wellbeing Plan, within the context of the West Yorkshire and Harrogate Integrated Care System.



## **Dylan Roberts**

Chief Digital and Information Officer  
City Digital Partnership,  
Leeds City Council and NHS Leeds  
Clinical Commissioning Group

Healthcare professionals and Chief Information Officers (CIOs) in our city recognise a need to be using shared information and tech capabilities that can interoperate with each other. The Leeds City Digital Team is responsible for bringing this together across organisations, creating opportunities to integrate care via digital means.

The concept of a “Left Shift” towards increasing prevention and early intervention in Leeds is embodied into leadership conversations across the city. Our mission is that the needs of one person is addressed by people acting as one team, from organisations behaving as one system. Our Digital Strategy and ways of working is aligned to that and extend outside the traditional boundaries of Local Government and the NHS to independent providers and the third sector.

Our blueprint sets out our commitment to undertake this programme in a common way; merging our infrastructure strategies so that we’re building a digital community platform to enable this.



## **Dr Alistair Walling**

Chief Clinical Information Officer  
City Digital Partnership,  
Leeds City Council and NHS Leeds  
Clinical Commissioning Group

In Leeds we have a proven track record of developing and adopting innovation and through the City Digital Team we plan to continue this and embrace the opportunities available in this digital age. The wonderful city of Leeds is uniquely placed to lead the way in the use of digital across the health and care sector to deliver better care for people.

We have a high number of health technology workers based in Leeds, a cohesive integrated system of health providers working together at scale and integrated at all levels with social care services. We have developing local care partnerships to allow bespoke community services working across the public and voluntary sectors. Building on the Leeds Care record and the increasing connections between health and social care providers we will develop a strong infrastructure to deliver the best care for people in the future.

Our focus is on getting the best out of technology, informatics and innovation to help people live happy healthy lives. Designing services with people and the professionals who care for them, with strong clinical leadership and a high level of technical expertise, will ensure we improve the lives of people in Leeds and the individuals caring for them. Our blueprint describes in more detail how we are committed to achieving this.



## VISION:

Leeds becomes the best city for health and wellbeing.

### What this means in the Digital context:

- We put **people** at the heart of everything we do
- We're developing a **connected digital infrastructure and tools** for the city so that professionals can seamlessly work together.
- We're creating an **accessible health and care record**, using accurate data analytics about people to help improve their health and wellbeing.
- We **prioritise projects and solutions** that help the poorest improve their health the fastest.
- **We work in an inclusive way** with stakeholders to prioritise what we do.
- We help make sure **all IT investment or project decisions are made as if we were working as one organisation.**

## MISSION:

Our use of digital innovation, technology and data delivers effective, high-quality and efficient care in Leeds; helping to improve people's health & wellbeing.

### Our Guiding Principles

- Solutions are based on our agreed open standards wherever possible; connecting across the health and care system and complementing existing services
- Our work aligns with the Health and Wellbeing Strategy, the Leeds Plan and existing work streams. Anything which is 'place-based', and has an impact on integrated services or care, will be decided upon by 'Person-centred' and 'Place-First' principles, underpinned by Data Analytics
- We ensure new technology and emerging innovations support the people and processes involved in helping citizens. We examine whether new technology offers improvements to the services provided and enhances patients' lives
- Where new pathways and different ways of working are necessary, this is only undertaken where results improve the lives of individuals and staff
- Developments are undertaken and evidenced in an inclusive way, engaging a wide range of partners across the health and care sector, the third sector, patients and other key local, regional and national stakeholders. If appropriate, our solutions will be co-produced.



### Approach Themes

Open standards; interoperability; integrated place-based services; pragmatic innovation; outcome-led; service design approaches; robust evaluations; citizen inclusive and accessible; co-produced

### Infrastructure Initiatives

- Health and Social Care Network / Public Services Network implementation
- Improving telephony services in GP practices
- Implementing Govroam and designing the digital estate for shared facilities
- Shared IT services, via a "Community Cloud"
- Expanding and utilising free Wi-Fi
- Exploring full fibre and 5G connectivity
- Collaboration tool rollout





## Prevention

“Living a healthy life to keep myself well”

- **We will:** Increase public awareness of lifestyles which increase the risk of cancer and support lifestyle changes.
- **We will:** Help to enable proactive and preventative services making more use of evidence based interventions at early stages of disease.
- **We will:** Provide local, timely and easy access to tests and treatment which is important to prevent conditions getting worse, together with a focus on those at risk.
- **We will:** Encourage infection prevention and control, and environmental hazards will be improved by a coordinated local and regional partnership approach.
- **We will:** Improve commissioning decisions using effective data analytics and business intelligence.

### Through:

- Implementation of ‘Reporting Analysis and Intelligence Delivering Results’ (RAIDR) intelligence tool for all practices.<sup>1</sup>
- Scaling the Leeds Data Model solution to inform Population Health Management decisions for the City’s partners.
- Using Open Data to provide neighbourhood / Local Care Partnership insights.
- Helm Person Held Record (PHR) data collection, prevention tools and apps.
- Public Health Business Intelligence systems.
- Working with Housing to focus on Council premises based on at-risk target groups.
- Embedding our ‘neutral’ Health and Care analytical hub as an asset for the city’.
- Academic collaboration – working alongside Universities with data to inform future models of care (e.g. Living in Leeds).



## Self-Management & Proactive Care

“Health and care services working with me in my community”

- **We will:** Support people to maintain independence and wellbeing within local communities.
- **We will:** Help people to be more involved in decision making and their own care planning by setting goals, monitoring symptoms and solving problems.
- **We will:** Ensure care is person-centred for an individual’s needs through networks of care rather than single organisations treating single conditions.
- **We will:** Improve access to extended services based in the community so that people can have all their needs met by a single team.
- **We will:** Improve digital literacy and access to technology.
- **We will:** Help reduce social isolation.
- **We will:** Prioritise support on frailty.

### Through:

- Helm Person Held Record (PHR) – Providing targeted information and services to people on their health and wellbeing.
- Common approach for information directories.
- Support Social Prescribing and facilitate online delivery.<sup>2</sup>
- Our 100% Digital Literacy Programme.
- Supporting the growth of the Careview App to reconnect socially isolated individuals with their communities.
- Delivering the ACTIVAGE Horizon 2020 project using devices wearables to prolong the independent living of older adults.
- Digitally enable Asset Based Community Development by co-producing solutions with communities.
- A framework for commissioning apps.

<sup>1</sup> RAIDR provides us with a tailored Population Health Management Dashboard, a single version of the truth. RAIDR UEC presents valuable timely data on all aspects of emergency and urgent care for provider trusts.

<sup>2</sup> Social Prescribing is a way of linking patients in primary care with sources of support within the community. It provides GPs with a non-medical referral option that can operate alongside existing treatments to improve health and wellbeing.





## Integrated Care

“Go to a hospital only when I need to”

- **We will:** Reduce unplanned care and avoidable hospital admissions.
- **We will:** Improve coordination for getting people home after a hospital stay.
- **We will:** Replace dependency on fax machines.
- **We will:** Rationalise application landscape where possible.
- **We will:** Optimise cross care-setting clinical workflows and data sharing.
- **We will:** Improve the use of Leeds Health Pathways.
- **We will:** Improve collaboration tools.

### Through:

- Enhancements to Leeds Care Record – Alerts, children’s data, additional service integration.
- Proactive and coordinated removal of fax-based services.
- Developing processes and system to optimise referrals process and patient care pathways.
- Developing technology solutions to enable and underpin new integrated multidisciplinary teams.
- Focusing on how technology could transform outpatients across the city e.g. virtual consultations.
- Focusing on a combination of digital capabilities to support specific LCPs.



## Urgent Care / Response

“I get rapid help when needed to allow me to return to managing my own health in a planned way”

- **We will:** Support solutions to optimise the use of existing urgent care resources.
- **We will:** Provide tools to allow remote consultations outside of hospital settings.
- **We will:** Support Urgent and Emergency Care (UEC) channel shift – dissolving traditional boundaries between hospital and community services.
- **We will:** Change the way we organise services by connecting health and care services together to meet people’s mental, physical and social needs.
- **We will:** Provide systems to reduce delayed transfers of care.

### Through:

- Improved access to child protection information.
- Technology to support new Urgent Treatment Centres.
- Implementation of a city-wide UEC dashboard (RAIDR UEC).
- Increased direct appointment booking (111 to GPs).
- Expansion of telehealth in care homes.
- Digitise Care Homes to share bed visibility and deliver access to Leeds Care Record
- Development of the Leeds Care Record and remaining central to the delivery of the Yorkshire and Humber Care Record to support the region’s status as a LHCRE (Local Health Care Record Exemplar). This provides the ability to learn from and re- use LHCRE components for Leeds around integration architecture, population health management capabilities and wider research.
- System wide bed management and identification of patient flows.

