



Report of: Leeds Academic Health Partnership

Report to: Leeds Health and Wellbeing Board

Date: 25 April 2019

Subject: Update on the Leeds Academic Health Partnership (LAHP) Strategy 2017-2021: Reducing health inequalities through innovation and system change

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. This paper provides a progress update against the LAHP strategy 2017-2021, following the presentation of the strategy to the Leeds Health and Wellbeing Board (HWB) in February 2018. The LAHP strategy was developed with city partners including Leeds City Council. It was designed so that the research strengths of Leeds universities could be brought to bear on the city's priorities as set out in the Leeds Health and Wellbeing Strategy and the Inclusive Growth Strategy. The LAHP shares the city's ambition to grow its economy and reduce the inequalities evidenced in the recent Joint Strategic Assessment (JSA).
2. The LAHP's work includes a range of initiatives at various stages of development, all with the potential to bring significant benefits to our local health and care system. This paper summarises the main areas of progress and their relevance to the Health and Wellbeing Board.

Recommendations

The Health and Wellbeing Board is asked to:

- Note the progress of the projects within the LAHP Strategy.
- Consider the LAHP Strategy's contribution to the delivery of the Leeds Health and Wellbeing Strategy, Leeds Health and Care Plan and Leeds Inclusive Growth Strategy, and comment on any matters arising.

1 Purpose of this report

1.1 This report provides an update on the progress made on the delivery of the LAHP Strategy 2017-2021 a year since it was considered by HWB on 19 February 2018.

2 Background information

2.1 The Leeds Academic Health Partnership launched in embryonic form 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.

2.2 The LAHP partners are:

- Leeds City Council
- Leeds Teaching Hospital NHS Trust
- Leeds and York Partnership NHS Foundation Trust
- Leeds Community Healthcare
- NHS Leeds CCG
- Leeds Beckett University
- Leeds Trinity University
- University of Leeds.

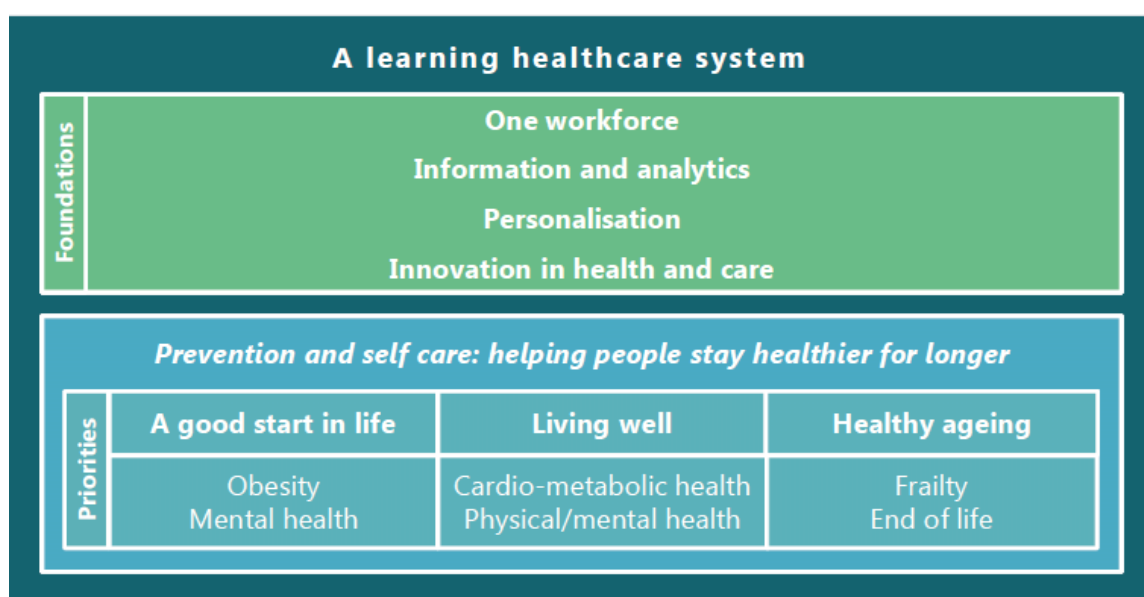
2.3 The Yorkshire and Humber Academic Health Science Network is an associate member of the LAHP and Leeds City College; St. Gemma's Hospice and Yorkshire Cancer Research are affiliates. Sir Alan Langlands, vice chancellor of the University of Leeds, is currently chair of the LAHP board. The LAHP is supported by a small core team, and includes time from officers in the Leeds Health Partnerships team.

2.4 The LAHP Strategy 2017-2021 aligns with the priorities of the Leeds Health and Wellbeing Strategy, the Leeds Health and Care Plan and the Leeds Inclusive Growth Strategy.

2.5 Relevant research strengths in the city are being brought to bear on city priorities and on four foundation programmes. Partners selected the priorities on the basis that they all have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity').

2.6 The foundation programmes and priorities are set out below:

- *Quality and efficiency* ▪ *Reducing inequalities* ▪ *Inclusive economic growth* ▪



2.7 One of the principles of LAHP working is to support the delivery of partner organisations’ own goals as far as possible, and particularly to support shared goals and strategies across the city. We aim to strengthen the existing relationships between partners to develop new collaborations. Current work includes a range of projects with the potential to bring significant benefits to our local health and care system. The following paragraphs briefly highlight progress in five areas.

3 Main issues

One Workforce: Leeds Health and Care Academy

- 3.1 Leeds Health and Care Academy (the Academy) is a citywide endeavour to integrate the learning and professional development of the city’s 57,000 health and care professionals, in collaboration with the city’s universities, supporting the move to *One Leeds Workforce*.
- 3.2 It will also inspire the next generation health and care workforce, and provide inclusive opportunities for skills, jobs and wealth creation. The Academy will form an essential component of our developing Leeds Health and Care Workforce Strategy.
- 3.3 The Academy had a ‘soft’ launch in April, which opened with a range of foundation products and services, with more to come as the Academy grows in the months and years ahead. The development of the future portfolio is under way and conversations are taking place with universities and Leeds City College about how to play in academic expertise.
- 3.4 As outlined in the table below, this exciting approach has the potential to impact on everyone’s lives in some way – building capacity, strengthening and improving capabilities, and developing the ‘one team’ Leeds health and care workforce culture.

Theme	Definition	Benefits
Attracting our future workforce	The Academy will provide opportunities for skills, jobs and wealth creation, engaging and recruiting those in our most disadvantaged communities and inspiring the next generation health and care workforce. This will ensure we have the highly diverse, skilled workforce we need to serve the people of Leeds, now and in the future.	<p>To support a healthy pipeline of staff in health and care, thereby addressing workforce shortages and contribute to inclusive growth and social mobility</p> <p>To position Leeds at the forefront of innovative education, learning and development in health and care</p>
Improving working lives	The Academy will improve workforce mobility, making sure Leeds is <i>the</i> place to work in health and care. We will improve access to the highest quality education, support and development for our current and future workforce. We will recognise the importance and impact of mental health alongside physical health. We will support women in the workplace being a voice for increased visibility and connections across organisational boundaries.	<p>To improve attraction and retention in the health and care workforce</p> <p>To enhance health and well-being and reduce sickness absence</p> <p>To achieve diversity and inclusion in the workforce</p>
Improving systems working	The Academy will foster a citywide culture where the health and care workforce operates as if it is one team - "one Leeds workforce". Our people will work, learn and develop together in new ways, enhancing career opportunities and providing a more seamless experience for citizens and patients.	To support the development of a citywide culture across health and care, at every level, which puts patients and citizens first
Improving working partnerships	The Academy will work with health and care organisations across the city to enhance collaboration when bidding for new and additional funding and, through this, to respond to the city's strategic workforce priorities.	<p>To support partner organisations to make the very best use of the 'Leeds pound'</p> <p>To bring together a single strategic workforce conversation with partner organisations</p>

3.5 We believe the reach potentially covers;

- The 780,000 people who live in Leeds and access health or care services at any point in their lives.
- The 57,000 people who currently work in our city's health and care services in addition to the 70,000 carers and 200,000 volunteers.
- The 60,000 students in higher education who are potential employees and residents
- Residents of the city who would like to work in these services now or in the future – families, employed or unemployed, of all ages and all backgrounds.
- People who live outside of the city but who are attracted by the many opportunities it offers for both work and home.

3.6 City partners review progress regularly and we have set up an Academy portfolio advisory group, which brings together a wider representation of leadership and academic input at city, regional and national level, guiding the work for 19/20 and beyond.

Information and Analytics

3.7 The LAHP is working with city partners to explore the feasibility of establishing a framework in Leeds that could enable health and care planners and researchers in the city to learn more effectively from our health and care data.

3.8 The project is at a very early stage and a network of experts is being pulled together from city partners including colleagues at Leeds City Council, NHS Leeds CCG, Leeds Teaching Hospital Trust and the University of Leeds. The first part of the design will be to undertake scoping and feasibility work. As the project evolves, a crucial part of the design will be to work with patients and the public to

ensure that it is shaped not only by legal and ethical best practice, but also by public acceptability.

- 3.9 The long-term goal is that the project will help us improve our understanding of the factors that influence health outcomes and health inequalities of people living in Leeds. In time, we should also be able to use data to learn more about the impacts of wider determinants of health that we know have a huge influence; for instance air quality, access to green spaces, and quality of housing stock.

Personalisation – Leeds Centre for Personalised Medicine and Health (LCPMH)

- 3.10 The Leeds Centre for Personalised Medicine and Health (LCPMH) is a small team that develops and evaluates diagnostic tests and treatments that have been tailored on an individual basis.

- 3.11 The centre is at a pivotal point as we have secured approval from partners to grow the team and its work. Current LCPMH projects include work on:

- Diabetes: evaluating new approaches to prevention.
- Cancer: developing more accurate screening tests for referrals
- Lung cancer: improving screening in particular communities
- Prostate cancer: developing more accurate assessments of risk
- Antimicrobial resistance: developing rapid infection diagnostics

- 3.12 The LAHP commissioned an independent review of LCPMH at the end of last year, since then it has worked with partners to develop a revised structure for the team to enable its work to grow more strategically. Over the next two years, the centre will grow its work in two areas: frailty and cancer prevention both of which are hugely important priorities for the health of the Leeds.

Innovation in Health and Care – Leeds City Region healthtech

- 3.13 The Leeds City Region has a high density of healthtech companies, and a similar concentration of research and development expertise in universities and academic centres.

- 3.14 The LAHP is supporting a regional effort to develop a more integrated and innovative healthtech system, through closer collaborations and alignment between academics, industry and health and care services.

- 3.15 This approach is in response to recommendations in the government's 2017 Science and Innovation Audit. The aim is to capitalise on our pre-existing regional healthtech strengths, increasing inward investment, realising inclusive economic growth and transformed service quality and efficiency.

- 3.16 We have been working with partners across the region to draft a memorandum of understanding, setting out this intention and framing ways of working. We have in principle agreement from the following:

- Leeds City Region Enterprise Partnership
- West Yorkshire & Harrogate Health and Care Partnership

- Association of British HealthTech Industries (ABHI),
- Universities of Bradford, Huddersfield, Leeds Beckett, Leeds and York

3.17 Once the memorandum of understanding is finalised, the next step is to convene leaders to identify a small number of priorities on which to collaborate.

A good start in life: childhood obesity

3.18 We have been in discussion with academics at Leeds Beckett University and colleagues in public health about a citywide approach to obesity, particularly childhood obesity. Public Health England commissioned academics from Leeds Beckett University to co-ordinate whole systems approaches to obesity at various sites across the UK, but Leeds was not among the sites selected.

3.19 We now have partner agreement, in principle, to commission colleagues at Leeds Beckett University to work with teams across health, care, education, housing, environment and planning to improve our approaches to childhood obesity in Leeds.

3.20 Leeds will be the first core city in the country to test this approach. The first meeting is scheduled for late April, so the planning for the work will begin soon. It is likely that the whole-system approach will be tested in one (or more) localities initially.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 This report includes updates on projects based on meetings and decisions approved with all member partners represented on the LAHP Board and the LAHP Operations Group. These are Leeds City Council, local NHS organisations and the three named Universities. The report therefore reflects the consultation arrangements incorporated in the advice and input provided by partners represented.

4.2 Equality and diversity / cohesion and integration

4.2.1 The LAHP Strategy prioritises projects to deliver the stated key outcomes of quality and efficiency, economic growth and inequalities. The priorities were selected on the basis that they all have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity'). The LAHP Strategy and projects are closely aligned the Leeds Health and Wellbeing Strategy and its vision.

4.3 Resources and value for money

4.3.1 The LAHP partners jointly fund the small core staff team; there is no operational funding. This resource has been used to lever other flows of inward investment into the city health and care system.

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 There are therefore no specific risks arising from this report. Risks from the LAHP Strategy 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 on its projects in line with the LAHP Strategy to deliver better health outcomes; reduced health inequality and inclusive growth. Moreover this progress is feeding through to strengthen the national profile of Leeds.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Note the progress against the delivery of the projects within the LAHP Strategy.
- Note and discuss the LAHP Strategy's contribution to the delivery of the Leeds Health and Wellbeing Strategy, Leeds Health and Care Plan and Leeds Inclusive Growth Strategy and actions needed as a result of the learning from the JSA.

7 Background documents

7.1 None.

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How does this help reduce health inequalities in Leeds?

The LAHP aims to help Leeds improve our understanding of how best to target and prioritise resources. This supports the Leeds Health and Wellbeing aim of improving the health of the poorest the fastest. The six priority areas in the LAHP strategy were selected on the basis that they all have the potential to support reductions in inequality (e.g. deprivation/socio-economic impact; ethnicity’).

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

The LAHP is working to improve quality and cost effectiveness in the health and care system, by supporting innovation and research in the four foundation programmes and the six priority areas. 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 Leeds’ aim to win and attract more bids and investment. Its projects may also support the reduction of costs

Future challenges or opportunities

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	