



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

Report to: Leeds Health and Wellbeing Board

Date: 14 June 2019

Subject: Connecting the wider partnership work of the Leeds Health and Wellbeing Board

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:

- Leeds System Resilience Plan Update: Winter 2018/19
- Progressing our Leeds Health and Care Workforce Strategy
- Overview of our approach to Leeds City Health Tech
- Leeds Community Safety Strategy: Working together so people can live in healthy, safe and sustainable communities
- Promoting healthy adolescent relationships

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 ‘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

Leeds Health and Wellbeing Board: Board to Board Session (March 2019)

- 3.1 The Health and Wellbeing Board convened its third Board to Board session in March 2019. 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.
- 3.2 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:

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

Principles of our approach		
<p>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.</p>	<p>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 £.</p>	<p>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.</p>

3.3 At the previous session the following areas were discussed:

Leeds System Resilience Plan Update: Winter 2018/19

3.4 HWB: Board to Board received an overview of how, as a system, Leeds is in a better position than in previous years with strengthened communications and relationships, data driven solutions to proactively plan for surge beds/ electives/ mutual aid, improved community care bed flow with flexible criteria to better meet the needs of the system and a focus on transformational change.

3.5 HWB: Board to Board thanked the workforce and frontline staff for their work during this time of pressure and the progress made.

3.6 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed the following:

- Reiterated it's committed to the principal of 'Home First' and continued support for the Leeds System Resilience Plan.
- System Resilience Assurance Board (SRAB) would bring further analysis, learning and next steps of the Leeds System Resilience Plan to a future session that is informed by the voices and experiences of people.

Progressing our Leeds Health and Care Workforce Strategy

3.7 HWB: Board to Board engaged in discussions around the opportunities to shape the development of the draft 'one workforce' priorities and deliverables of the Leeds Health and Care Workforce Strategy and an update on the implementation of the Leeds Health and Care Academy.

3.8 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed for the strategy to reflect the uniqueness of Leeds and with an update to a future HWB meeting incorporating the following:

- Provides opportunities, skills and employment to people within the most deprived areas of Leeds in line with the vision of the Leeds Health and Wellbeing Strategy to improve the health of the poorest the fastest and our commitment to Inclusive Growth.
- Embeds our agreed approach to 'Better Conversations' and 'Think Family' with people and families at the centre as a shared cultural approach across our health and care workforce.

- Manages the short term within the context of the long term ensuring that actions needed by the system to address current challenges occur in addition to long term strategic visions.
- Inspires people to choose to work in health and care in Leeds and strengthens links with the West Yorkshire and Harrogate Integrated Care System.
- Engages with GPs through the national refresh of GP contracts, wider primary care services and the Third Sector.
- Articulates delivery towards ‘Leeds Left Shift’ and Local Care Partnerships, impact of future digital / innovations and how this will look/feel for the workforce.

Overview of our approach to Leeds City Health Tech

3.9 HWB: Board to Board received a demonstration of a range of innovative uses of technology, demonstrating how putting people at the heart of everything we do in a digital context can enable Leeds to achieve its ambitions for health and wellbeing. Demonstrations included:

<i>ODI Leeds – Examples of health-based work and reuse of open data.</i>
<i>Helm – The Yorkshire and Humber Open Platform based Person Held Record.</i>
<i>Tele-dermatology – Fully implemented innovative primary to secondary care clinical service based on NHS free WiFi and mobile devices.</i>
<i>Samsung Actvage – Home based Internet of Things Demonstrator for up to 1000 older people.</i>
<i>Careview – An innovative way of identifying social isolation to enable community and locality based services to do targeted interventions.</i>
<i>Co>Space North – An innovation space creating a focal point for a vibrant digital health and tech for good community that brings industry together with patients, citizens, practitioners and academics</i>
<i>Smart Leeds – Smart Cities work and cross over with health and wellbeing.</i>
<i>100% Digital Leeds – How Leeds is delivering its ambition to get 100% of people digitally literate especially those with most needs.</i>
<i>RAIDR – A whole system analytical platform that enables commissioners and primary care to understand the needs of populations and individuals.</i>
<i>Leeds Digital Way – Enabling everyone to provide safe and integrated patient centred care in Leeds and beyond using innovative technology, information and insight that transforms patient journeys and enabling everyone to provide safe and integrated patient centred care in Leeds and beyond.</i>

3.10 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed the following:

- Reiterated the importance of Digital, Data and Technology as a critical enabler to the Leeds Health and Wellbeing Strategy and Leeds Health and Care Plan.
- Value of the health and care system commissioning work through the Leeds City Digital Partnership supporting a joined up and coordinated approach across the system.
- Ensuring the system gets the most value by changing our ways of working, clinical or business processes to make best use of it and identify opportunities around Digital, Data and Technology.

Leeds Community Safety Strategy: Working together so people can live in healthy, safe and sustainable communities

- 3.11 HWB: Board to Board received an overview of community safety issues in Leeds and ongoing shared challenges for the system currently and in the future. Learning from the Leeds Joint Strategic Assessment showed a significant increase in population of children and young people in poorest areas and how economic and social disadvantage combined with poor educational achievement or participation at school are significant factors for increasing the risk of crime, domestic violence and abuse in our communities.
- 3.12 HWB: Board undertook a discussion on:
- Safer Leeds: Street Support Team (a dedicated multi-disciplinary team with a common purpose of reducing the number of rough sleepers, safeguarding and protecting people in need, and tackling issues such as begging, criminality and anti-social behaviour in the city centre).
 - Learning from a recent Thematic Safeguarding Review of adults living street-based lives, which is inherently harmful to the health and wellbeing of individuals.
- 3.13 During HWB: Board to Board discussions, the wider health and care system through their organisations and existing partnership/board groups agreed the following:
- Agreement for the system to build on the strong connections between our plans and strategies to tackle issues relating to community safety and wider determinants of health and wellbeing.
 - Using data and engagement to gain greater insight on some of the most vulnerable people who respond to support using national best practice and lessons learned.
 - A task & finish group to progress the development of activity providing an update at a future HWB meeting.

Leeds Health and Wellbeing Board (April 2019): Promoting healthy adolescent relationships

- 3.14 The Health and Wellbeing Board undertook a discussion of the findings from a joint Domestic Homicide Review and Serious Case Review and implications for healthy relationships activity in the city, particularly, around harm represented by intimate partner violence and identifying particularly vulnerable populations.
- 3.15 HWB agreed for this work to be led by the Director of Children & Families as part of a task & finish group involving representation from organisations who are members of the HWB and engaging existing partnership boards/groups as needed. This work will incorporate the following areas:
- Strengthening relationships between schools and GP practices and the role of Local Care Partnerships around community safety.
 - Focus on transitions between children, young people and adult services, embedding a 'Think Family' approach, tackling Adverse Childhood Experiences (ACES) and mental health.
 - Engagement with the Integrated Commissioning Executive (ICE) on the role of commissioners.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

- 4.1.1 Health and Wellbeing Board has made it a city-wide expectation to involve people in the design and delivery of strategies and services. 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.

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	
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