



Report of: West Yorkshire and Harrogate Health and Care Partnership

Report to: Leeds Health and Wellbeing Board

Date: 11th December 2019

Subject: Development of the WYH 5 Year Strategy for Health and Care

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

1. The West Yorkshire and Harrogate Health and Care Partnership has been working throughout the summer and autumn to develop its five year strategy. This strategy describes the actions that partners will take jointly at the West Yorkshire and Harrogate level that will complement and enhance the actions that partners are committing to at Leeds level, through the Leeds Health and Care Plan.
2. The WY&H 5 Year Strategy and the Leeds Health and Care Plan are designed and developed to work co-operatively together for the benefit of the health and wellbeing of the people of Leeds.
3. A further draft of the 5 year strategy was discussed at the WY&H Partnership Board on the 3rd December, and this document is now being shared with the Leeds Health and Wellbeing Board for consideration.

Recommendations

The Health and Wellbeing Board is asked to:

- Consider and comment on the WYH 5 Year Strategy documents
- Consider and comment on the links between the 5 Year Strategy and the refresh Leeds Plan for Health and Care
- Note the timescale and process for finalisation of the documents following the General Election.

1 Purpose of this report

- 1.1 The purpose of this paper is to present a further draft of the narrative of the West Yorkshire and Harrogate Health and Care Partnership Five Year Strategy.

2 Background information

- 2.1 On 7th January 2019 the [NHS Long Term Plan](#) (LTP) for England was published. This set out the ambition for how the NHS and its partners can respond to the challenge of planning future health services for England in the context of demographic changes, increased demand and the overall environment of finite public sector resources.
- 2.2 The NHS Long Term Plan includes the commitment that every Integrated Care System in the country will develop a new 5 Year Strategy for Health and Care and the [NHS LTP Implementation Framework](#) published in June 2019 set out their expectations on what needs to be included in that.
- 2.3 At the WY&H HCP Partnership Board on 4th June, the direction was set by all partners, that whilst we are committed to fully meeting the expectations set in the Implementation Framework – our commitment to each other as partners, is to set a 5 Year Strategy that first and foremost works for the benefit of the 2.7 million people who live in West Yorkshire and Harrogate.
- 2.4 All partners were clear that it is our strategy and it will reflect our priorities and our way of working. This will include:
- **A System Narrative:** to describe how we will deliver the required transformation activities to enable the necessary improvements for patients and communities as set out in the NHS LTP.
 - **A System Delivery Plan:** to set the aggregate plan for delivery of finance, workforce and activity, and setting the basis for the 2020/21 operational plans for providers and clinical commissioning groups (CCGs). The system delivery plan will also cover the NHS LTP 'Foundational Commitments'. This relates to the NHS components of the strategy.
- 2.5 The process to develop the WY&H 5 Year Strategy has worked in collaboration with the planning for each of the 6 Places that make up the WY&H partnership area (Bradford District and Craven, Calderdale, Harrogate, Kirklees, Wakefield and Leeds). Some areas have made small changes to their existing health and care partnership plans, and other places, like Leeds, have taken the opportunity for a more substantial refresh of their local health and care plan.
- 2.6 The Leeds Health and Wellbeing Strategy 2016-2021 continues to set the context for how the WY&H Five Year Strategy and the refreshed Leeds Health and Care Plan will work together and deliver for the people of Leeds, including the vision to improve the health of the poorest the fastest
- 2.7 The Leeds Health and Wellbeing Strategy firmly situates the health of the whole population in the wider context of all the factors that determine healthy lives – not

just the collective actions of the health and care providers in the city or region. It is recognised as the key strategic driver for Leeds alongside the Leeds Inclusive Growth Strategy and the development of the new regional Local Industrial Strategy, which will be key to delivering on these ambitions.

- 2.8 Both at citywide level and in the bigger regional geography, it makes sense to work together with other partners to direct our collective resources to dealing with the multiple interlocking factors that promote good health for everyone – access to green spaces, strong communities, decent housing and the kind of inclusive growth that expands employment and opportunity for all. Through the influence and advice of Health and Wellbeing Boards the development of the WY&H Five Year Strategy has been done with this ambition central to it and running throughout.
- 2.9 Getting the relationship right between local and regional health and care partners remains one of the highest priorities for the WY&H Partnership, and as such, the role of local Health and Wellbeing Boards is pivotal.

3 Main issues

- 3.1 On 3rd December the latest versions of the 5 Year Strategy were presented to the WY&H HCP Partnership Board for consideration and comment. The Partnership Board looked at three versions of the Strategy Documents:
- An updated draft of the full document that reflects all feedback from received between June and November (Annex A).
 - A draft, shorter summary document, which draws out the distinctiveness of the places in the partnership and sets out our 10 big ambitions (Annex B).
 - A draft, easy read version of the 5 Year Strategy (Annex C).
- 3.2 Part of our WY&H commitment to working in partnership at ICS level is to ensure openness and transparency about how our plans are developed and iterated.
- 3.3 The drafts incorporate the updated priorities from each WY&H programme and builds on the existing work of our Partnership to date. It builds on extensive feedback from all partners, including those received from Leeds Health and Wellbeing Board in June and September. The main themes of feedback have been as follows:
- Strengthening the ambition to reduce health inequalities, particularly in relation to improving healthy life expectancy
 - Placing a stronger emphasis on the social determinants of good health, including employment, housing and climate emergency
 - Strengthening references to social care, and the importance of social care in developing integrated support and care for adults and children

- Strengthening the sense of distinctiveness of our West Yorkshire and Harrogate Partnership, including our values, what is important to us and what makes us unique
- Including references and specific shared ambitions for end of life care
- Strengthening the connections between the feedback from public involvement / engagement and the actions we are taking
- Setting some of the ambitions as minimum standards, reflecting that where possible we want to improve beyond these
- Improving the flow and navigation of the document – including web navigation.

3.4 It should be noted, that because of the timing of the general election, the WYH Partnership Board was not asked to formally sign off the strategy. The document will remain in draft until further comments are taken into account and until after the general election. Depending on the outcome of the general election and any subsequent guidance, we will be looking to launch the strategy early in the New Year. The sign off arrangements for this will be developed with WYH Partnership Board members.

4 Health and Wellbeing Board governance

4.1 Consultation, engagement and hearing citizen voice

4.1.1 We are committed to continuous effective public involvement in our work and specifically to working to include those voices that are seldom heard. We believe that is the best way to ensure that we are truly making the right decisions about our health and care services.

4.1.2 Specifically, for the development of the 5 Year Strategy, as a partnership we have worked with Healthwatch and engagement leads from across partner organisations. This included over 1,500 people across WY&H completing survey and a series of focus groups aimed at seldom heard groups of people, as well as some condition- specific focused work including Cancer and long term conditions.

4.1.3 The combined WY&H Healthwatch groups collated this feedback into an excellent report, published here [WY&H Healthwatch Engagement Report](#), in June 2019 that has been used by all Programmes to cross reference the feedback given by people with the plans we have developed.

4.2 Equality and diversity / cohesion and integration

4.2.1 Throughout our draft 5 Year Strategy we have made consistent and explicit reference to our intention to address the unjust health inequalities, lower life expectancy and lower number of years of healthy life experienced by people because of their socio-economic status, their ethnic background, their mental health status, their gender, their age or their sexuality.

4.2.2 Our draft 5 Year Strategy includes the intention to specifically monitor our progress as a partnership against these health inequalities and to take specific action to addressing the barriers to equitable health and care for all people who live here.

4.3 Resources and value for money

4.3.1 Our Draft 5 Year Strategy sets out our ambitions as a region, for improved delivery of health and care as a system – but it does so conscious that the funding to successfully deliver all aspects of the plan is not in place universally – for all outcomes, or for all parts of the system working together - and that we will need to remain active in securing and maximising funding throughout the life of the strategy.

4.4 Legal Implications, access to information and call in

4.4.1 At this stage there are no legal, access to information or call in implications for the relating to this report.

4.5 Risk management

4.5.1 At this stage there are no significant risk implications for the Leeds Health and Wellbeing Board relating to this report.

5 Conclusions

5.1 The draft 5 Year Strategy aims to address many of the ambitions set out by all 6 Health and Wellbeing Boards for the strategic delivery of better health and care for the people who live in West Yorkshire and Harrogate – this includes looking at the factors that drive health and healthy lives as well as improving the services and support for people living with ill health.

5.2 The 5 Year Strategy is intended to complement and enhance the work being proposed in the refreshed Leeds Health and Care Plan.

6 Recommendations

The Health and Wellbeing Board is asked to:

- Consider and comment on the 5 Year Strategy documents
- Consider and comment on the links between the 5 Year Strategy and the refreshed Leeds Plan for Health and Care
- Note the timescale and process for finalisation of the documents following the General Election.

7 Background documents

None.

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How does this help reduce health inequalities in Leeds?

The 5 Year Strategy will specifically target its efforts at reducing the health inequalities experienced by different socio-economic, disability, geographic and age related groups.

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

Working together to learn from best practice will reduce unnecessary variation in outcomes and improve clinical and social work practice across the Partnership.

How does this help to have a financially sustainable health and care system?

Shared ambitions and focusing our collective resources to where they can have the biggest impact, will alleviate pressure in some of the most stressed parts of the system. Long term, the focus on reducing health inequalities, targeting prevention and working with partners on the wider determinants of health will contribute to a greater financial sustainability.

Future challenges or opportunities

The benefits of an Integrated Care System, with a well-articulated 5 Year Strategy, that complements and enhances local place systems are manifold. However, the delay in the publication of the Green Paper on Social Care means that continued uncertainty on the long term resourcing of social care, as a significant partner in the integration of the Health and Care system, is a risk for the success of the whole 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