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Report to: Leeds Health and Wellbeing Board

Date: 20 February 2020

Subject: Leeds Health and Wellbeing Board: Reviewing the Year 2019 and next steps

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 draft *Leeds Health and Wellbeing Board: Reviewing the Year 2019* document, which serves as a review of the strategic direction provided by the Health and Wellbeing Board (HWB) and provides an understanding of progress made towards delivering the Leeds Health and Wellbeing Strategy 2016-2021 (LHWS) and our indicators.

This paper also outlines work that is ongoing to extend and update the Leeds Health and Wellbeing Strategy to 2023 as we reach the end of the timeframe of the current LHWS keeping hold of what's working well while strengthening our ambitions.

Recommendations

The Health and Wellbeing Board is asked to:

- Discuss and endorse the content of the Leeds Health and Wellbeing Board: Reviewing the Year 2019 document.
- Continue to use the Leeds Health and Wellbeing Strategy as the guiding strategic framework for decision making, commissioning and agreeing actions/initiatives.
- Approve the process to update and extend the Leeds Health and Wellbeing Strategy to 2023.
- Note the work to review intelligence in the city with an update to be provided at a future HWB on how we are to better analyse and measure progress of our ambitions to be the Best City for Health and Wellbeing, following the extension of the Leeds Health and Wellbeing Strategy.

1 Purpose of this report

- 1.1 This paper introduces the attached draft *HWB: Reviewing the Year 2019* document, which serves as a review of the strategic direction provided by the Health and Wellbeing Board (HWB) and provides an understanding of progress made towards delivering the Leeds Health and Wellbeing Strategy 2016-2021 (LHWS) and our indicators.
- 1.2 The paper also provides an overview of the:
- Process to extend the Leeds Health and Wellbeing Strategy to 2023.
 - An update on the work to review intelligence in the city to better analyse and measure progress around our ambition to be the Best City for Health and Wellbeing.

2 Background information

- 2.1 The Local Government Association (LGA) report *What a difference a place makes: The growing impact of health and wellbeing boards*¹ states that effective HWBs uses its strategic leadership to add 'value through leveraging the impact of partnership working to not only improve communities' health and wellbeing, but to tackle health inequalities and the wider determinants of health, often linking this to wider place-based agendas, such as growth, prosperity, community resilience and sustainable environments'.
- 2.2 This has been evident through the work of the HWB and our LHWS, which have been cited as an example of best practice within the LGA report *What a difference a place makes* and highlighted by King's Fund (2019). The Health Foundation (2018) has used the work of Leeds to align health and economy as a case study and the basis for a series of recommendations to other Boards. Moreover, recent discussions at the HWB: Board to Board sessions facilitated by Prof. Paul Stanton outlined the key strategic leadership played by the Chair and the strength of our effective LHWS rooted in tackling inequality as a strong foundation for further progress.
- 2.3 The above can be see through the draft *HWB: Reviewing the Year 2019* document, which has been contributed to by each organisation represented on the HWB, as well as a range of partners who have interacted with the Board during the last year recognising that other strategies and action plans will provide further detail on how our citywide vision is being achieved.

3 Main issues

Leeds Health and Wellbeing Board: Reviewing the Year 2019

- 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, an understanding of steps taken and progress made towards delivering the LHWS. This is our third year producing an annual report in this format, which includes:

¹ <https://www.local.gov.uk/what-difference-place-makes-growing-impact-health-and-wellbeing-boards>

- 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 appendix 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 2016, which alongside the Inclusive Growth Strategy and Climate Change, is recognised as the city's key drivers to achieving our Best City ambitions. It has served to shape organisations' priorities and activity, has brought people together around common goals, and has reinforced and deepened partnership working. Through the work of the HWB, this can be seen in a number of areas during 2019 including:

- The Board's robust response and ownership of the CQC Leeds System Review Action Plan on how health and care services are working to care for people aged 65.
- Development of the Leeds Health and Care Workforce Strategy.
- Agreeing 'Our Digital Commitments' for 2019/20 to use digital innovation, technology and data to deliver effective, high-quality and efficient care in Leeds; helping to improve people's health and wellbeing.
- Strengthening the Board's relationship with Safer Leeds and our health and care response to tackle issues relating to community safety with a focus on street based lifestyles (people who are homeless, rough sleeping and/or begging, including associated substance misuse, ill health and criminality).
- Driving the development of the Leeds Mental Health Strategy throughout 2019 to reflect the breadth of the LHWS and Leeds Health and Care Plan.
- A HWB: Board to Board session hearing from members of Extinction Rebellion and supporting the development of a Leeds Health and Care Climate Commitment; a set of principles and actions to work towards as a system to not only tackle climate change but change the way we deliver sustainable health and care services.
- Supporting the findings of the State of Women's Health report and the first strategic board to explore and shape the Women Friendly Leeds initiative in the city with agreed actions being incorporated into the work going forward.
- As well as shaping the draft Leeds Carers Partnership Strategy, the HWB had a focused workshop discussion on creating the cultural change that ensures carers are supported to remain a valued part of the health and care workforce, alongside their caring role.
- Focused HWB: Board to Board discussions on moving the health and care system beyond the important short term challenges to better understand the longer term strategic challenges and opportunities faced by the city.
- A joint HWB and Children & Families Trust Board focusing on 'future generations' using learning from Well-being of Future Generations (Wales) Act and hearing from Sophie Howe (Future Generations Commissioner for Wales).

- Agreeing the refreshed Leeds Health and Care Plan and shaping the development of the West Yorkshire & Harrogate 5 Year Strategy for Health and Care.

3.4 It is important to note that the *HWB: Reviewing the Year 2019* document will undoubtedly fail to capture the wealth and diversity of work and initiatives in the city that contributes to the LHWS. Therefore, this serves as a summary of highlights, indicative of progress. However, this must be balanced with an awareness of the pressures that health and care organisations, staff and citizens are currently facing, and the challenges presented across a range of areas including workforce, estates and digital.

Extending and updating the Leeds Health and Wellbeing Strategy

3.5 The Leeds Health and Wellbeing Strategy 2016-2021 is embedded, well regarded and used across Leeds. It is owned by the city and overseen by an effective HWB with a range of wide ranging successes and impact as shown in draft *HWB: Reviewing the Year 2019* document.

3.6 As we reach the end of the timeframe of the strategy, work is ongoing to extend and update the Leeds Health and Wellbeing Strategy to 2023 keeping hold of what's working well while strengthening our ambitions. In this process we will:

- Reflect on how we best align the NHS Long Term Plan, the changing role of the Integrated Care System, 'Commissioning Futures' and other key partner documents, possible changes to the commissioner/provider landscape and the emerging Local Industrial Strategy.
- Align timelines with Inclusive Growth Strategy (ending in 2023) and enable a broader review in 2022 with Inclusive Growth colleagues and wider.
- Bring the language up to date and reflect new priorities discussed in the HWB such as carers, community safety, housing and better use of strategic intelligence.
- Respond proactively to the challenges highlighted in the Joint Strategic Assessment, particularly employment and skills, housing and demographic changes.
- Listening and responding to what people have told us through the work of the People's Voices Group, such as Big Leeds Chat, and elsewhere.
- Ensure enabling systems (digital, workforce, estates, research & development) are adequately reflected. This is particularly important after the West Yorkshire & Harrogate Integrated Care System, West Yorkshire Combined Authority and Local Enterprise Partnership agreed to prioritise digital and workforce as part of the Local Industrial Strategy, and designated health as a 'core industry'. Implicit in this is close alignment of our approaches in the health and care system with wider systems relating to employment and skills, economic development and longer term planning.
- Reflect the national, regional and local direction and ensure we drive long term improvement within these contexts.
- Further strengthen the relationship between key city strategies and strategic Boards (e.g. Safer Leeds, Children and Families Trust Board, Housing Strategy Board, Third Sector Partnership, etc.).

- Re-affirm the relationship between the citywide LHWS and the Leeds Health and Care Plan.

3.7 There will be a short process to extend and update the current Leeds Health and Wellbeing Strategy between February and June 2020, which will include:

- An updated Strategy document reflecting the above.
- Development of products to support the extended LHWS.
- Developing recommendations to ensure the framework for the governance, oversight and delivery of the Leeds Health and Wellbeing Strategy is optimal.

Making best use of intelligence to analyse and measure progress of our ambitions to be the Best City for Health and Wellbeing

3.8 At the outset of the LHWS, indicator measures were agreed to help identify the success and impact on the Leeds population. The current data is contained within the draft *HWB: Reviewing the Year 2019* document under 'Progress on Leeds Health and Wellbeing Strategy indicators'. The intent of the indicators is to act as 'bell weather' measures on the basis that if they are moving in a positive direction we can have reasonable confidence the overall system (including other more detailed measures) will also be improving. The current indicators are presented as an overview of how we are doing, recognising the extensive intelligence that sits behind them.

3.9 Following feedback from HWB and the CQC Local System Review of Leeds during discussions of the previous *HWB: Reviewing the Year 2018*, work has been undertaken to review how we can make best use of the wealth of intelligence in the city in a number of areas led by the Director of Adults & Health, Leeds City Council.

3.10 The CQC Local System Review of Leeds asked "How are you assured that older people experience high quality, person-centred care as they move across different parts of the health and social care system(s)?" HWB earlier in the year recognised that while it was clear there were comprehensive mechanisms in place within individual organisations to understand citizens' experience of care, there was not a comprehensive mechanism in place to understand citizens' experience of care from a systems' perspective and was highlighted as a key focus for the CQC Leeds Action Plan.

In response to this, Leeds has been developing a 'whole system performance and oversight assurance framework for citizens' experience of using the health and care system'. This framework aims to bring together a balanced score card approach that works for all citizens, not just older people through the following intelligence:

- Citizen's voice through the work of Healthwatch Leeds, People's Voices Group, 'How does it feel for me?' Group (further detail provided under the item *People's Voices Group Update* on the agenda) and other citizen led mechanisms.

- Strengthening the Leeds Citywide Complaints Managers group, which aims to improve the citizen's experience when things go wrong across health and social care across the city.
- Using existing metrics in the city including:
 - A 'real time' system dashboard managed by the System Resilience Assurance Board (SRAB) that looks at a suite of information across organisations and pathways and tells us how well the system is functioning with a big focus on system flow.
 - Integrated Commissioning Executive monitors the bi-annual CQC Local Authority area data profile: Older People's Pathway.
 - Bringing together the range of metrics monitored through individual organisations across health and care to better understand people's experiences.

This draft framework is in the process of being trialled over a 6 month period through Partnership Executive Group and will be brought to a future meeting of HWB for agreement.

3.11 In addition to the above work, following feedback from HWB in Feb 2019 on the 'Progress on Leeds Health and Wellbeing Strategy indicators' and as an action within the CQC Leeds System Review, a task & finish group was established and led by the Director of Adults & Health to explore how we could make best use of intelligence to analyse and measure progress of our ambition to the Best City for Health and Wellbeing. This included using a suite of measures and intelligence that:

- Is most up to date and relevant.
- Comparable and can be viewed/understood by different populations.
- Offers performance over time and a future forecast, deprived and non-deprived Leeds trend, regional and a core cities and England comparison.
- Strengthens alignment with other partnership boards / groups (e.g. alignment with West Yorkshire & Harrogate Integrated Care System, Leeds Inclusive Growth Strategy and other partnership strategies and plans).

Since then work has been ongoing to use learning from our Joint Strategic Assessment, development of the assurance framework for citizens' experience, strengthen relationships with other partnership boards / groups across the city and regionally to explore opportunities for alignment of data and intelligence while minimising duplication. Learning has also been gained from good practice nationally such as Bradford, Suffolk and other partnership boards / groups.

Following the extension of the Leeds Health and Wellbeing Strategy, the task & finish group will present at a future meeting a suite of measures and accompanying process to measure progress of our ambitions to the Best City for Health and Wellbeing alongside the whole system performance and oversight assurance framework for citizens' experience of using the health and care system.

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. This is reflected through how the HWB works, which aims to incorporate engagement and citizen voice in a range of ways such as:

- HWB members and other senior leaders attending a play on dementia.
- A member of the Leeds Autism Partnership Board who has autism presenting on the *Leeds Autism Strategy Update*.
- Frontline staff presenting on and sharing case studies of people's experiences of the St George's Urgent Treatment Centre.
- Supporting and responding the State of Women's Health in Leeds Report.
- A MindMate Ambassador speaking on their experiences and being part of Joint HWB and Children & Families Trust Board Session.
- Hearing from the experiences of carers.
- Representatives from Extinction Rebellion speaking on climate change and the impact on the health and wellbeing of people.

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.

4.2.2 As well as the examples highlighted above, intelligence gained from the [Joint Strategic Assessment](#) have been essential in shaping the work of the HWB based on a shared understanding of key health and wellbeing needs and inequalities within Leeds and the wider factors that influence health and wellbeing.

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 evident that 2019 has seen the HWB continue to assert its focus on the wider determinants of health, whilst emphasising its role in shaping the future of health and care at a place based level and regionally. The HWB provides a space where elected members, health and care leaders and citizens come together to have productive and sometimes challenging conversations bolstering partnership working in and for the city and influencing a wide range of initiatives.
- 5.2 There is more to do and the HWB is identifying areas of stretch through its ongoing work plan, extending the Leeds Health and Wellbeing Strategy and making best use of intelligence to support our long term commitment to create a Leeds fit for current and future generations.

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 2019 document.
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- Approve the process to update and extend the Leeds Health and Wellbeing Strategy to 2023.
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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 appendix) 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. The extension of the Strategy provides a valuable opportunity to build on this.

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 and its future direction.

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