

Report of City Digital Programme Director

Report to Director of Resources and Housing

Date: 20th August 2020

Subject: Citywide Digital Developments supporting Integrated Health and Care - 2020/21 and 2021/22

Capital Scheme Number: 32210/000/000.

Are specific electoral wards affected? If yes, name(s) of ward(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 checked="" type="checkbox"/> Yes <input 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 delivery of the Leeds Health and Wellbeing strategy acknowledges the key role of digital in improving health outcomes for the city and improving the health of the poorest the fastest. At the heart of the strategy are people; people as citizens, as workers, as patients, as carers. Much of the digital contribution is about 'joining things up'. We aim to improve the sharing of information between hospitals and GPs, between patients and the people that care for them, and help people connect to services that are available to them. We also recognise the essential need to ensure our citizens are digitally 'included' rather than excluded.
- 2 Significant digital improvements have been made in Leeds over the last 3 years. We have developed a world-class clinical information sharing tool called the Leeds Care Record. We have internet-facing facilities that guide people to services and clinicians to the best care pathways. We have services focused on increasing digital awareness and skills.
- 3 Over the last 2 years digital has been the beneficiary of a fund earmarked to improve overall integrated health and care services. Based on business cases justifying investments, the 'Better Care Fund' has allocated some capital and some revenue funds to progress city-wide digital integrated health and care

developments. These have included our Leeds Care Record and 'person held record'.

- 4 The City Digital Partnerships Team (hosted by Leeds City Council) leads the digital delivery programme for integrated health and care on behalf of the partners.
- 5 Regarding overall governance, individual Better Care Fund business cases are considered and recommended by the Better Care Fund Board, a joint group across health and care services. The Group is chaired by the Leeds CCG Director of Finance. Recommendations are then approved by the City's Integrated Care Executive, co-chaired by the Director of Adults and Health, Leeds City Council.
- 6 Progress on digital scheme delivery is monitored by the Leeds Informatics Board and reported at least annually to the Leeds Health and Wellbeing Plan Delivery Group and Health and wellbeing Board.
- 7 This paper seeks to outline the integrated health and care digital investment programme for 2020/21 and 2021/22. Within the programme, individual schemes will be described by business cases, following the approval process outlined above.

Recommendations

The Director of Resources and Housing is requested to provide authority to spend for £3,049k for the City Digital Integrated Health and Care Developments for 2020/21 and 2021/22 from allocated Better Care Fund capital scheme number 32210/000/000.

1. Purpose of this report

- 1.1 To recommend that the Director of Resources and Housing approve a spend of £3,049k from an approved allocation in the Better Care Fund grant capital to deliver Citywide Digital Integrated Health and Care developments for 2020/21 and 2021/22.

2 Background information

- 2.1 Health, care and 3rd sector leaders, health and care professionals and digital specialists in our city recognise the need to use technology to improve the way we 'join up' our services across the city. This includes improving the links between hospitals and General Practice, the health sector to the voluntary sector, patients to their care professionals and carers, and so on.
- 2.2 The concept of a "left shift" towards increased prevention, self-care and early intervention in Leeds, as opposed to increased hospital care, is embodied into leadership conversations across the city. Our mission is that the needs of one person are addressed by people and partners acting as 'one team', from organisations behaving as 'one system'. Our Digital Strategy and ways of working are aligned to this and extend outside the traditional boundaries of Local Government and the NHS to independent providers and the third sector.
- 2.3 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 digital commitments¹ document describes in more detail how we are working to achieving this.
- 2.4 Significant digital improvements have been made in Leeds over the last few years. We have developed a world-class clinical information-sharing tool called the Leeds Care Record². We have internet-facing facilities that guide people to services and clinicians to the best care pathways³. We have services focused on increasing digital awareness, skills and participation⁴.
- 2.5 It has become apparent during the current Covid-19 situation that there is renewed willingness to move towards digital channels for accessing health and care services. As examples, significant progress has been made on moving towards digital services for triaging access to General Practice and providing alternatives to face to face outpatient appointments. However, these channels need to be high quality, consistent and robust. We also recognise that increased digital 'inclusion' is a priority.
- 2.6 For the last 2 years an annual allocation of £1.8m per year has been made from the Better Care Fund grant towards progressing digital solutions to support improvements in citywide working around integrated health and care. Within that amount approvals have been sought on a case by case basis.
- 2.7 The governance process is that individual Better Care Fund business cases are considered and recommended by the Better Care Fund Board, a joint group across health and care services. The Group is chaired by the Leeds CCG Director of

¹ Available on request

² <https://www.leedscarerecord.org/>

³ <http://www.lhp.leedsth.nhs.uk/>

⁴ <https://digitalinclusionleeds.com/>

Finance. Recommendations are then approved by the City's Integrated Care Executive, co-chaired by the Director of Adults and Health, Leeds City Council, and the Chief Executive of NHS Leeds CCG. Progress on the digital scheme delivery is monitored by the Leeds Informatics Board and reported at least annually to the Leeds Health and Wellbeing Plan Delivery Group and Health and Wellbeing Board.

- 2.8 A specific note related to the proposed 2 year plan is that 3 years ago an allocation of £1.8m was made for the Person Held Record project, however authority to spend was given for £1.2m. This 20/21, 21/22 approval plan includes the authority to spend for the remaining allocation of £0.6m. A person held record is a facility for individuals to record information about themselves, some of which they can choose to share with their health and care professionals⁵.
- 2.9 Based on the plans within this document the Better Care Fund has approved the use of £3.049k of capital funding for Citywide Digital Integrated Health and Care developments for 2020/21 and 2021/22.

3 Main issues

- 3.1 The citywide Digital commitments document⁶ outlines the roadmap and priorities for citywide digital developments supporting integrated health and care. It was agreed by the Leeds Health and Care Partnership Executive Group and the Health and Wellbeing Board in 2019.
- 3.2 The citywide digital development plan outlines developments covering the following 3 themes;

Enhanced shared care and corporate records - To support the development and creation of record-based facilities that can be shared to improve the delivery of integrated health and care services. The 2 year investment plan includes; Further enhancements to the **Leeds Care Record**, redeveloping the LTHT **Diabetes Management System** to share information with care professionals outside hospital. Further enhancing the **Person Held Record**, Helm, to collect more information that can be shared between individuals and their health and care professionals.

Infrastructure – To design and begin to implement a **technology 'blueprint'** that allows public sector buildings to be used by multiple public sector organisations. To introduce technologies into social housing that can be used, with suitable permissions, for the **smart-monitoring of buildings** and of a person's health and wellbeing. To use technology to rationalise our approach to describing our health and care-related services in the city (LOOP) in a way that allows the public to access consistent, high quality information.

Data and intelligence - To support the creation, structuring and presentation of data across the city to improve our ability to analyse our population for planning and commissioning purposes via a **data warehouse**. To redevelop a web-based facility known as **Mindwell**, that signposts people to adult mental health services.

- 3.3 Each individual initiative across the 2 year plan would be described by a separate business case that would be assessed via the governance process described

⁵ <https://myhelm.org/>

⁶ Available on request

above. For the 2020/21 financial year the programme value is £1.22m and in 2021/22 £1.88m, totalling £3.049k.

4 Corporate considerations

4.1 Consultation and engagement

- 4.1.1 The City Digital Partnerships commitments document was agreed with the lead member for Health and Wellbeing, the Health and Wellbeing Board and the Health and Care Partnership Executive Group.
- 4.1.2 The Better Care Fund Digital allocation has been through consultation.
- 4.1.3 Lead members have been fully consulted.
- 4.1.4 Individual business cases will follow the Better Care Fund approvals process as described above.

4.2 Equality and diversity / cohesion and integration

- 4.2.1 Individual projects undertake an equality and diversity assessment as part the standard project delivery process.

4.3 Council policies and best council plan

- 4.3.1 This project supports the Health and Wellbeing Strategy, delivery of the Leeds Plan and the integrated health and care agenda.

4.4 Resources and value for money

- 4.4.1 The Better Care Fund capital is already allocated in the capital programme and provided to support the development of critical capabilities at a city level.
- 4.4.2 The City Digital Partnerships team is funded by the Health and Care system to lead on delivering strategies to progress the Integrated Health and Care outcomes for the City.
- 4.4.3 Individual programme business cases are presented and reviewed by the Better Care Fund governance board to ensure strategic business alignment, the Leeds Informatics Board providing oversight of the City Digital Development 'portfolio' for technical fit and portfolio and project best practice.

4.4.4 Capital Funding & Cash Flow

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2020 £000's				
			2020/21 £000's	2021/22 £000's	2022/23 £000's	2023 on £000's
Helm Person Held Record	590.0		591.0			
TOTALS	590.0	0.0	0.0	591.0	0.0	0.0
Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2020 £000's				
			2020/21 £000's	2021/22 £000's	2022/23 £000's	2023 on £000's
Care records	1135.0		635.00	500.00		
Infrastructure	808.0		358.00	450.00		
Intelligence	465.0		215.00	250.00		
Stratgegy and OD	50.0		20.00	30.00		
TOTALS	2458.0	0.0	1228.0	1230.0	0.0	0.0
Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2020 £000's				
			2020/21 £000's	2021/22 £000's	2022/23 £000's	2023 on £000's
Government Grant	1265.6		1228.0	37.6		
Dept Borrowing	1783.4			1783.4		
Total Funding	3049.0	0.0	1228.0	1821.0	0.0	0.0

There is an allocation of capital for the Person Held Record in the capital programme of £1.8m with authority to spend for £1.2m. These figures include the authority to spend on the remaining £591k.

4.5 Legal implications, access to information, and call-in

4.5.1 This is a Key Decision and is eligible for call in.

4.6 Risk management

4.6.1 Risk Management is undertaken at the project level.

5 Conclusions

- 5.1 The City Digital Development Programme from Better Care Fund allocation is set-out as Appendix A, with a supporting narrative in the above text.
- 5.2 This is in line with the agree City Digital Partnership team commitments and in line with the roadmap plans agreed with the Better Care Fund Board.

6 Recommendations

- 6.1 The Director of Resources and Housing is recommended to provide authority to spend for £3,049k for 2020/21 and 2021/22 for the delivery of the City Digital Integrated Health and Care Developments from allocated Better Care Fund capital scheme number 32210/000/000.

Appendix A - Better Care Fund - digital expenditure plans - 2 years

		2020/21	2021/22
Care Records and Corporate			
To support the development and creation of record-based facilities required to deliver integrated health and care services inc. clinical and organisational facilities.	Inc. Leeds Care Record	400000	400000
	Inc. Supporting Virtual Care		100000
	Inc. Collaboration tools		
	Inc. Community Cloud embedding		
	Inc. Enterprise coordination		
	Inc. Mindwell Mental Health portal	115000	
	Inc. Diabetes Management System	120000	
	Inc. PHR		*591000
	Inc. Care planning		
Infrastructure			
To support the creation of a shared infrastructure to support integrated health and care services.	Inc. Estates blueprinting	95000	150000
	Inc. House of the Future	173000	200000
	Inc. integration tools		
	Improved Mental Health info sharing	50000	
	Inc. Other orgs e.g. Academy , PCNs, 3rd sector		100000

Strategy and OD			
To create strategic outputs to support planning, lessons learned, identification and realisation of benefits, organisational development	Inc. Project closures and 'lessons learned' Inc. Staff digital skills	20000	30000
Data and intelligence			
To support the creation, structuring and presentation of data and information to support integrated health and care.	Inc. Leeds LOOP/Repository Inc. LOOP chatbot feature Inc. Pathway visualisation Inc. Apps assessment tools Inc. Population Health Inc. Open Data Inc. Business Intelligence/Warehouse	145000 40000 70000	150000 65000 100000
		1228000	1821000

*Person Held Record - £1.8m already allocated in capital programme but 'Authority to Spend' exists on £1.2m, so this report includes the ATS for the remaining balance on this scheme of £591k.

Scheme summary:

Leeds Care Record – An internationally recognised clinical information-sharing system used for the direct care of patients across Leeds. It allows health and care professionals to see a level of clinical information from several organisational clinical/care systems. It is regularly used by over 7000 staff in Leeds in secondary care, community, social care and general practice. The investment in 20/21 is backed by a comprehensive business case that has been reviewed and recommended by the Better Care Fund Board. The investment includes increasing the comprehensiveness of the information contributed to the Leeds Care Record, particularly for mental health. Mobile working will be progressed and there will be improved features for clinicians to view information in a way that is meaningful to them.

Mindwell - An online web facility co-designed to provide a single 'go to' place for information about mental health and local services in Leeds. It was launched in 2016 and based on a technology platform that has become harder and harder to support and develop due to a general move away from the technical skillset on which Mindwell is based. This means that essential upgrades such as meeting the mandated accessibility standards cannot be achieved. A Business Case has been reviewed and recommended by the Better Care Fund Board and makes the case for a one off investment to move Mindwell to a new technical platform and migrate all the current materials contained therein. The case also includes making the Mindwell platform more compatible with other city technology assets and ensuring a more strategic fit with developments such as LOOP (see below), a way of presenting service information in a more consistent way.

Diabetes Management System (DMS) - Improved Diabetes services are a focus area set out in the NHS Long Term Plan. The Leeds Plan and the Diabetes strategy sets out how, as a system, we will work together to deliver the best outcomes for people at risk of or living with Diabetes. The current situation is that no one outside the LTHT diabetes team can see what is recorded in the LTHT DMS. This means that LCH and GPs are working blind, other than the DMS letters sent to a GP. This Business Case has been reviewed and recommended by the Better Care Fund Board and seeks funding to re-create the DMS functionality in the system that feeds the Leeds Care Record (PPM+). The information would become viewable by the 7000 LCR users.

Estates blueprint – If Leeds is to work as 'team Leeds' to deliver improved health and care it is increasingly common that staff employed by one organisation need to provide services within someone else's estate. For example, a community nurse working in a GP Practice or a social worker working as part of a Local Care Partnership team. To achieve this we need to avoid multiple networks, Wi-Fi or printers being installed in a single building. The Estates blueprint investment in 20/21 will start the design and implementation of technologies that will enable the more flexible use of public sector buildings. The business case has yet to be developed.

House of the Future – Partners across Leeds are keenly aware that being digitally 'enabled' is vital for Leeds residents, and that being digitally excluded can have a negative impact on:

- Educational attainment, which can lead to fewer job opportunities
- Income, as comparison sites often have the best deals on household essentials
- Health outcomes, which can lead to lower life expectancy
- Connecting with friends and family, which can lead to social isolation and feelings of loneliness
- Access to financial services, which can increase poverty and/or debt

City partners want to ensure that all Leeds residents can experience the benefits that come with improved connectivity, especially within their home. Achieving this will help us to deliver our priorities from the Best Council plan of tackling poverty and reducing inequalities, and support us to help improve the health of the poorest the fastest. The 20/21 investment will focus on LCC's social housing portfolio and begin to test the design and use of sensors within buildings to improve the living conditions of residents. For example, placing sensors in properties to measure environmental indicators will mean more information about how those properties are performing which means that

problems can be tackled quickly. It will also include the testing of in-property technical innovations for patient care, particularly for long term conditions management, working closely with Assisted Living Leeds.

Leeds LOOP - Within the Leeds health economy there are 1000-plus websites providing health and care information. This ranges from leaflets to directories containing a range of statutory, voluntary, community and social enterprise-led services. Unfortunately it is very easy for such information to become out of date, inconsistent and duplicated across multiple sites. This fragmentation impacts on both the people of Leeds and those seeking to support them. Additionally, a disproportionate amount of time is spent by many people across the city with the running, updating, hosting and maintenance of these websites. LOOP will provide a single database, which aggregates and validates data that can then be extracted and fed through to websites and third-party applications i.e. add and maintain the information/data once and feed multiple websites as appropriate. Over the next 12 months the investment will support the following organisations moving to the LOOP approach; Forum Central, Voluntary Action Leeds (VAL), Inspire North, Leeds Directory.

Apps assessment tool – As with the issues associated with 1000s of local websites being maintained to describe local services, the worldwide ‘apps’ market is huge. Evidence suggests that people want to take greater control of their health and wellbeing. However, in 2018 alone there were 366,000 health and care apps available to users but as many as two thirds of these were based on a lack of direct evidence and/or had weak data privacy safeguards. Improving access to trusted apps for self-monitoring and self-reporting will improve people’s confidence and encourage health-promoting behaviours such as tracking progress on a health-related goal. The 20/21 investment proposes a new capability for Leeds - the Leeds Curated Apps Library - to be used as a trusted source of validated, clinically safe, effective and user-friendly apps, which are aligned to local health and care priorities. The library will consist of curated self-management, self-monitoring and prevention resources, and will support the Leeds population, including people with disabilities, carers, children and parents, with the management of their mental wellbeing, healthy living, independent living and long-term conditions. The key focus areas for the curated apps library have been informed by the local health and care commissioners and professionals.